



**The Meeting Transcript of
The Los Angeles County
Board of Supervisors**



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[REPORT OF ACTION TAKEN IN CLOSED SESSION

ON APRIL 12, 2005, BEGINS ON PAGE 192.]

SUP. MOLINA, CHAIR: GOOD MORNING. WE'RE GOING TO BEGIN THIS MORNING'S MEETING. IF I COULD ASK EVERYONE TO PLEASE TAKE A SEAT, WE WOULD APPRECIATE IT. THIS MORNING, OUR INVOCATION WILL BE LED BY THE RABBI RICHARD N. LEVY, WHO IS THE DIRECTOR OF THE SCHOOL OF RABBINIC STUDIES AT THE HEBREW UNION COLLEGE OF THE JEWISH INSTITUTE OF RELIGION HERE IN LOS ANGELES. OUR PLEDGE THIS MORNING WILL BE LED BY REX SULLIVAN, WHO IS THE COMMANDER OF THE SUGAR RAY ROBINSON POST 209 OF THE AMERICAN LEGION. WOULD YOU ALL PLEASE STAND.

RABBI RICHARD N. LEVY: FROM TWO HEBREW PRAYERS THAT JEWS OFFER EVERY WEEKDAY WITH AN INTERPRETATION. (SPEAKING HEBREW) OH GOD, WHO GRACES HUMAN BEINGS WITH UNDERSTANDING, YOU CREATED THE WORLD WITH ONE LANGUAGE BUT FROM THE TIME MEN BUILT A TOWER IN BABEL, YOU DECREED THAT, IN GREAT CITIES, PEOPLE WOULD SHAPE MANY LANGUAGES, EACH ONE UNDERSTOOD BY SOME, EACH ONE CALLED FOREIGN BY OTHERS. (SPEAKING HEBREW) YOU WHO ARE THE JUDGE OF ALL THE EARTH, POUR OUT YOUR SPIRIT UPON THE JUDGES AND LAW GIVERS GATHERED HERE TODAY. GIVE THEM THE WISDOM TO LISTEN TO THE LANGUAGES OF THOSE WHO BROUGHT THEM TO



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1 THIS CHAMBER. GUIDE THEM TO MAKE SUCH RIGHTEOUS JUDGMENTS THAT
2 ALL WHO DWELL IN THIS METROPOLIS OF MANY TONGUES WILL NEED NO
3 WORDS TO UNDERSTAND THAT YOU REIGN IN THE HEARTS OF THOSE WHO
4 SUPERVISE THIS COUNTY, YOU, WHOSE RIGHTEOUS WORDS GIVE SHAPE
5 TO US ALL. (SPEAKING HEBREW) BARUCH MEANS BLESSED. ATA MEANS
6 YOU. ADONAI IS A NAME FOR GOD. BLESSED ARE YOU, ADONAI.
7 (SPEAKING HEBREW) WHO LOVES THE WORDS RIGHTEOUSNESS AND
8 JUSTICE IN EVERY LANGUAGE THEY ARE SPOKEN, BY EVERY PERSON WHO
9 GOVERNS BY THEIR SPIRIT. MAY GOD BE WITH YOU ALL IN YOUR
10 DIFFICULT DELIBERATIONS TODAY.

11

12 **REX SULLIVAN:** PLEASE STAND AND FACE THE FLAG, PLEASE AND JOIN
13 ME IN THE PLEDGE OF ALLEGIANCE TO THE FLAG. [PLEDGE OF
14 ALLEGIANCE]

15

16 **SUP. MOLINA, CHAIR:** I'D LIKE TO INTRODUCE SUPERVISOR
17 ANTONOVICH FOR A SPECIAL INTRODUCTION.

18

19 **SUP. ANTONOVICH:** WE WOULD LIKE TO HAVE ALYSSA ROSSI NOW COME
20 UP, WHO IS NOW GOING TO LEAD US IN THE NATIONAL ANTHEM. ALYSSA
21 IS 14 YEARS OLD FROM THE ANTELOPE VALLEY. SHE'S A EIGHTH
22 GRADER AT DESERT CHRISTIAN SCHOOL IN LANCASTER. SHE WAS BORN
23 BLIND FROM BIRTH AND SHE DEVELOPED, AT THE AGE OF 7, HER
24 SINGING ABILITIES AND, AT 7 YEARS OLD, SHE SANG WITH THE SING
25 FOR JOY GOSPEL CHOIR. SHE'S SUNG NATIONAL ANTHEMS AT NUMEROUS



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1 COMMUNITY EVENTS, INCLUDING MY OATH OF OFFICE, THE DEDICATION
2 OF THE COURTHOUSE IN ANTELOPE VALLEY, AMONG THE DEDICATIONS OF
3 OUR FIRE STATIONS AND HER FATHER IS A MEMBER OF THE LOS
4 ANGELES COUNTY FIRE DEPARTMENT AND SHE'S HERE TODAY TO SING
5 THE NATIONAL ANTHEM.

6

7 **ALYSSA ROSSI:** <SINGING> O, SAY CAN YOU SEE BY THE DAWN'S EARLY
8 LIGHT WHAT SO PROUDLY WE HAILED AT THE TWILIGHT'S LAST
9 GLEAMING WHOSE BROAD STRIPES AND BRIGHT STARS THROUGH THE
10 PERILOUS FIGHT O'ER THE RAMPARTS WE WATCHED WERE SO GALLANTLY
11 STREAMING AND THE ROCKETS' RED GLARE THE BOMBS BURSTING IN AIR
12 GAVE PROOF THROUGH THE NIGHT THAT OUR FLAG WAS STILL THERE O
13 SAY DOES THAT STAR SPANGLED BANNER YET WAVE O'ER THE LAND OF
14 THE FREE AND THE HOME OF THE BRAVE [APPLAUSE]

15

16 **SUP. ANTONOVICH:** SHE'S JOINED BY HER FATHER, JOHN AND HER
17 MOTHER, KIM. [APPLAUSE CONTINUES]

18

19 **SUP. MOLINA, CHAIR:** THANK YOU. THAT WAS VERY SPECIAL. THANK
20 YOU, SUPERVISOR ANTONOVICH. I'D LIKE TO INTRODUCE-- I MEAN,
21 SUPERVISOR YAROSLAVSKY FOR A PRESENTATION.

22

23 **SUP. YAROSLAVSKY:** MADAM CHAIR, IT'S MY PRIVILEGE THIS MORNING
24 TO WELCOME TO THE BOARD ROOM AND THANK HIM FOR HIS INVOCATION,
25 RABBI RICHARD LEVY, WHO IS THE DIRECTOR OF THE SCHOOL OF



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1 RABBINIC STUDIES AT THE HEBREW UNION COLLEGE, JEWISH INSTITUTE
2 OF RELIGION HERE IN LOS ANGELES. IN 1999, RABBI LEVY COMPLETED
3 A TWO-YEAR TERM AS THE PRESIDENT OF THE CENTRAL CONFERENCE OF
4 AMERICAN RABBIS AND WAS THE ARCHITECT OF THE STATEMENT OF
5 PRINCIPLES FOR REFORMED JUDAISM, ENTITLED, "THE PITTSBURGH
6 PRINCIPLES", WHICH OVERWHELMINGLY PASSED AT THE MAY, 1999,
7 CONFERENCE CONVENTION. MADE A LITTLE BIT OF NEWS, IF MY MEMORY
8 IS CORRECT. PRIOR TO JOINING THE ADMINISTRATION AT THE HEBREW
9 UNION COLLEGE, RABBI LEVY WAS EXECUTIVE DIRECTOR OF THE LOS
10 ANGELES HILLEL COUNCIL. I MIGHT ADD THAT, BEFORE THAT, HE WAS
11 A DIRECTOR OF THE U.C.L.A. HILLEL, WHERE I GOT TO KNOW HIM AS
12 A U.C.L.A. STUDENT AND HE WAS ONE OF TWO RABBIS WHO MARRIED ME
13 AND BARBARA IN 1971. BORN IN ROCHESTER, NEW YORK, RABBI LEVY
14 IS A HARVARD COLLEGE GRADUATE AND HAS WRITTEN, EDITED AND
15 TRANSLATED SEVERAL HOLY DAY PRAYER BOOKS CONTINUES TO LECTURE
16 ON LITURGY, RABBINIC LITERATURE AND JEWISH SOURCES FOR
17 COMMUNAL PRACTICE AT THE COLLEGE. HE IS MARRIED AND HAS TWO
18 BEAUTIFUL DAUGHTERS, ONE OF WHOM WAS A CLASSMATE OF MY
19 DAUGHTER'S, AND I WILL SAY THIS, THAT RABBI LEVY GAVE ME-- IF
20 YOU DON'T WANT-- IF YOU'RE TIRED OF MY BEING IN PUBLIC OFFICE,
21 HE'S THE REASON I'M IN PUBLIC OFFICE, BECAUSE HE GAVE ME A
22 NEST AT U.C.L.A. WHEN I WAS FIRST STARTING UP MY SOCIAL ACTION
23 MOVEMENTS WHEN A LOT OF PEOPLE DIDN'T WANT ME RAISING A FUSS.
24 BUT HE EMPOWERED ME AND, FOR THAT, I WILL ALWAYS BE GRATEFUL



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1 AND SO WILL A LOT OF OTHER PEOPLE. SO, RICHARD, THANK YOU. [
2 APPLAUSE]

3

4 **SUP. BURKE:** I'M VERY PLEASED TO WELCOME REX SULLIVAN, WHO IS
5 THE FOUNDER OF THE SUGAR RAY ROBINSON POST NUMBER 209 OF THE
6 AMERICAN LEGION. HE HAS BEEN A RESIDENT OF THE SECOND DISTRICT
7 FOR MANY YEARS, AND A LEADER IN THE SECOND DISTRICT. AND WHAT
8 SERVICE WERE YOU IN?

9

10 **REX SULLIVAN:** I WAS IN THE PARATROOPERS, 82ND.

11

12 **SUP. BURKE:** 82ND PARATROOPERS. I HAD A COUSIN IN THAT. THANK
13 YOU FOR BEING HERE.

14

15 **REX SULLIVAN:** THANK YOU, MA'AM. [APPLAUSE]

16

17 **CLERK VARONA-LUKENS:** MADAM CHAIR, MEMBERS OF THE BOARD, WE'LL
18 BEGIN ON PAGE 8. ON ITEM CS-1, THE COUNTY COUNSEL REQUESTS
19 THAT THE ITEM BE REFERRED BACK TO HIS OFFICE.

20

21 **SUP. MOLINA, CHAIR:** SO ORDERED.

22

23 **CLERK VARONA-LUKENS:** ON PAGE 11, AS NOTED ON THE GREEN SHEET,
24 ON ITEM S-1, THE DIRECTOR REQUESTS THAT THE ITEM BE CONTINUED
25 TWO WEEKS.



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1

2 **SUP. MOLINA, CHAIR:** ALL RIGHT. SO ORDERED ON THAT CONTINUANCE.

3

4 **CLERK VARONA-LUKENS:** AGENDA FOR THE MEETING OF THE COMMUNITY
5 DEVELOPMENT COMMISSION, ITEM 1-D.

6

7 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR BURKE, SECONDED BY
8 SUPERVISOR YAROSLAVSKY. IF THERE'S NO OBJECTION, SO ORDERED.

9

10 **CLERK VARONA-LUKENS:** AGENDA FOR THE MEETING OF THE HOUSING
11 AUTHORITY, ITEMS 1-H AND 2-H.

12

13 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR ANTONOVICH, SECONDED
14 BY SUPERVISOR KNABE. IF THERE'S NO OBJECTION, SO ORDERED.

15

16 **CLERK VARONA-LUKENS:** AGENDA FOR THE MEETING OF THE PUBLIC
17 WORKS FINANCING AUTHORITY, ITEM 1-F.

18

19 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR YAROSLAVSKY, SECONDED
20 BY SUPERVISOR KNABE. IF THERE'S NO OBJECTION, SO ORDERED.

21

22 **CLERK VARONA-LUKENS:** AGENDA FOR THE MEETING OF THE REGIONAL
23 PARK AND OPEN SPACE DISTRICT, ITEM 1-P.

24



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1 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR ANTONOVICH, SECONDED
2 BY SUPERVISOR BURKE. IF THERE'S NO OBJECTION, SO ORDERED.

3

4 **CLERK VARONA-LUKENS:** BOARD OF SUPERVISORS, ITEMS 1 THROUGH 20,
5 I HAVE THE FOLLOWING REQUEST. ON ITEM NUMBER 6, HOLD FOR A
6 MEMBER OF THE PUBLIC. ON ITEM NUMBER 12, AS NOTED ON THE GREEN
7 SHEET, SUPERVISOR ANTONOVICH REQUESTS THE ITEM BE CONTINUED
8 ONE WEEK. HOWEVER, WE HAVE A REQUEST FROM MEMBERS OF THE
9 PUBLIC TO SPEAK ON THAT ITEM.

10

11 **SUP. MOLINA, CHAIR:** ALL RIGHT. WE WILL HOLD THAT ITEM FOR THE
12 SPEAKERS.

13

14 **CLERK VARONA-LUKENS:** ON ITEM 13, HOLD FOR SUPERVISOR KNABE AND
15 SUPERVISOR ANTONOVICH AND MEMBERS OF THE PUBLIC. AND THE REST
16 ARE BEFORE YOU.

17

18 **SUP. MOLINA, CHAIR:** ON THE REMAINDER, MOVED BY SUPERVISOR
19 ANTONOVICH, SECONDED BY SUPERVISOR BURKE. IF THERE'S NO
20 OBJECTION, SO ORDERED.

21

22 **CLERK VARONA-LUKENS:** ADMINISTRATIVE OFFICER, ITEMS 21 AND 22.
23 ON ITEM 22, HOLD FOR SUPERVISOR MOLINA.

24



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1 **SUP. MOLINA, CHAIR:** ON ITEM NUMBER 21, MOVED BY SUPERVISOR
2 YAROSLAVSKY, SECONDED BY SUPERVISOR KNABE. IF THERE'S NO
3 OBJECTION, SO ORDERED.

4

5 **CLERK VARONA-LUKENS:** AGRICULTURAL COMMISSIONER, WEIGHTS AND
6 MEASURES, ITEM 23.

7

8 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR ANTONOVICH, SECONDED
9 BY SUPERVISOR BURKE. IF THERE'S NO OBJECTION, SO ORDERED.

10

11 **CLERK VARONA-LUKENS:** CHILDREN AND FAMILY SERVICES. ON ITEM 24,
12 HOLD FOR SUPERVISOR KNABE.

13

14 **SUP. MOLINA, CHAIR:** THAT ITEM WILL BE HELD.

15

16 **CLERK VARONA-LUKENS:** COMMUNITY DEVELOPMENT COMMISSION, ITEM
17 25.

18

19 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR BURKE, SECONDED BY
20 SUPERVISOR YAROSLAVSKY. IF THERE'S NO OBJECTION, SO ORDERED.

21

22 **CLERK VARONA-LUKENS:** DISTRICT ATTORNEY. ON ITEM 26, THE
23 DISTRICT ATTORNEY REQUESTS THE ITEM BE REFERRED BACK TO THE
24 DEPARTMENT.

25



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1 **SUP. MOLINA, CHAIR:** THAT ITEM WILL BE REFERRED BACK.

2

3 **CLERK VARONA-LUKENS:** HEALTH SERVICES, 27.

4

5 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR YAROSLAVSKY, SECONDED
6 BY SUPERVISOR BURKE. IF THERE'S NO OBJECTION, SO ORDERED.

7

8 **CLERK VARONA-LUKENS:** MENTAL HEALTH, ITEMS 28 AND 29.

9

10 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR ANTONOVICH, SECONDED
11 BY SUPERVISOR YAROSLAVSKY. IF THERE'S NO OBJECTION, SO
12 ORDERED.

13

14 **CLERK VARONA-LUKENS:** PARKS AND RECREATION, ITEM 30.

15

16 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR BURKE, SECONDED BY
17 SUPERVISOR KNABE. IF THERE'S NO OBJECTION, SO ORDERED.

18

19 **CLERK VARONA-LUKENS:** PROBATION. ON ITEM 31, HOLD FOR
20 SUPERVISOR BURKE.

21

22 **SUP. MOLINA, CHAIR:** OKAY. WE'LL HOLD THAT ITEM.

23

24 **SUP. YAROSLAVSKY:** WHICH ITEM IS THAT? 31?

25



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1 **SUP. MOLINA, CHAIR:** ITEM 31. PROBATION.

2

3 **CLERK VARONA-LUKENS:** PUBLIC SOCIAL SERVICES. ON ITEM 32, THE
4 DIRECTOR REQUESTS A ONE-WEEK CONTINUANCE. AND, ON ITEM 33, AS
5 NOTED ON THE GREEN SHEET, SUPERVISOR ANTONOVICH REQUESTS THE
6 ITEM BE CONTINUED ONE WEEK.

7

8 **SUP. MOLINA, CHAIR:** ALL RIGHT. THAT ITEM WILL BE CONTINUED FOR
9 A WEEK.

10

11 **CLERK VARONA-LUKENS:** PUBLIC WORKS, ITEMS 34 THROUGH 49. ON
12 ITEM NUMBER 34, SUPERVISOR KNABE AND A MEMBER OF THE PUBLIC
13 REQUEST THAT THE ITEM BE HELD. AND THE REST ARE BEFORE YOU.

14

15 **SUP. MOLINA, CHAIR:** THAT ITEM WILL BE HELD. AND, ON THE
16 REMAINDER, MOVED BY SUPERVISOR KNABE, SECONDED BY SUPERVISOR
17 ANTONOVICH. IF THERE'S NO OBJECTION, SO ORDERED.

18

19 **CLERK VARONA-LUKENS:** ON PAGE 29, SHERIFF, ITEMS 50 AND 51. ON
20 ITEM 50, HOLD FOR SUPERVISOR KNABE.

21

22 **SUP. MOLINA, CHAIR:** ON ITEM 51, MOVED BY SUPERVISOR
23 YAROSLAVSKY, SECONDED BY SUPERVISOR KNABE. IF THERE'S NO
24 OBJECTION, SO ORDERED.

25



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1 **CLERK VARONA-LUKENS:** MISCELLANEOUS COMMUNICATION, ITEMS 52
2 THROUGH 55. ON ITEM NUMBER 53, THE COUNTY COUNSEL REQUESTS
3 THAT ONLY THE CORRECTIVE ACTION PORTION BE CONTINUED TWO
4 WEEKS. SO THE REMAINDER OF THAT ITEM AND THE OTHER ITEMS ARE
5 BEFORE YOU.

6

7 **SUP. MOLINA, CHAIR:** OKAY. ON THE REMAINING-- ON THE OTHER
8 ITEMS, ALL OF THE SETTLEMENTS ARE APPROVED WITH THE EXCEPTION
9 OF 53 ON THE CORRECTIVE ACTION. WITH THAT, MOVED BY SUPERVISOR
10 YAROSLAVSKY, SECONDED BY SUPERVISOR BURKE. IF THERE'S NO
11 OBJECTION, SO ORDERED.

12

13 **CLERK VARONA-LUKENS:** ORDINANCES FOR ADOPTION, ITEMS 56 AND 57.

14

15 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR ANTONOVICH, SECONDED
16 BY SUPERVISOR BURKE. IF THERE'S NO OBJECTION, SO ORDERED.

17

18 **CLERK VARONA-LUKENS:** SEPARATE MATTERS, ITEMS 58 THROUGH 60. 58
19 IS BEFORE YOU.

20

21 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR KNABE, SECONDED BY
22 SUPERVISOR YAROSLAVSKY. IF THERE'S NO OBJECTION, SO ORDERED.

23

24 **CLERK VARONA-LUKENS:** 59 IS THE TREASURER AND TAX COLLECTOR'S
25 RECOMMENDATION TO ADOPT RESOLUTION AUTHORIZING THE ISSUANCE



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1 AND SALE OF ANTELOPE VALLEY COMMUNITY COLLEGE DISTRICT GENERAL
2 OBLIGATION BONDS, ELECTION 2004 SERIES A, IN AGGREGATE
3 PRINCIPAL AMOUNT NOT TO EXCEED \$30 MILLION.

4

5 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR ANTONOVICH, SECONDED
6 BY SUPERVISOR KNABE. IF THERE'S NO OBJECTION, SO ORDERED.

7

8 **CLERK VARONA-LUKENS:** NUMBER 60, TREASURER AND TAX COLLECTOR'S
9 RECOMMENDATION TO ADOPT RESOLUTION AUTHORIZING THE ISSUANCE
10 AND SALE OF SANTA MONICA COMMUNITY COLLEGE DISTRICT, GENERAL
11 OBLIGATION BONDS 2004 ELECTION, 2005 SERIES A, IN AGGREGATE
12 PRINCIPAL AMOUNT NOT TO EXCEED \$58 MILLION.

13

14 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR YAROSLAVSKY, SECONDED
15 BY SUPERVISOR BURKE. IF THERE'S NO OBJECTION, SO ORDERED.

16

17 **CLERK VARONA-LUKENS:** MISCELLANEOUS, ADDITIONS TO THE AGENDA
18 REQUESTED BY BOARD MEMBERS AND THE CHIEF ADMINISTRATIVE
19 OFFICER WHICH WERE POSTED MORE THAN 72 HOURS IN ADVANCE OF THE
20 MEETING, AS INDICATED ON THE GREEN SUPPLEMENTAL AGENDA. ON
21 ITEM 61-A, HOLD FOR SUPERVISOR BURKE AND A MEMBER OF THE
22 PUBLIC.

23

24 **SUP. MOLINA, CHAIR:** WE'LL HOLD THAT ITEM.

25



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1 **CLERK VARONA-LUKENS:** AND 61-B IS BEFORE YOU.

2

3 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR KNABE, SECONDED BY
4 SUPERVISOR BURKE. IF THERE'S NO OBJECTION, SO ORDERED ON THAT
5 ITEM.

6

7 **CLERK VARONA-LUKENS:** AND THAT COMPLETES THE AGENDA. BOARD OF
8 SUPERVISORS' SPECIAL ITEMS BEGINS WITH SUPERVISORIAL DISTRICT
9 NO. 2.

10

11 **SUP. MOLINA, CHAIR:** ALL RIGHT. WE'RE GOING TO BEGIN WITH
12 PRESENTATIONS FROM MS. BURKE'S OFFICE.

13

14 **SUP. BURKE:** I'D LIKE TO CALL UP THE PEOPLE FROM EL NIDO. ARE
15 THEY HERE? ARE THE REPRESENTATIVES FROM EL NIDO COMING
16 FORWARD? WE HAVE LIZ HERRERA, STUART BURTON AND OTHER
17 REPRESENTATIVES OF EL NIDO FAMILY CENTER. EL NIDO FAMILY
18 CENTER WAS FOUNDED IN 1925 BY THE LOCAL CHAPTER OF THE
19 NATIONAL COUNCIL OF JEWISH WOMEN. ITS FIRST PROJECT WAS A CAMP
20 IN LAUREL CANYON FOR UNDERPRIVILEGED AND PRE-TUBERCULAR GIRLS.
21 THROUGH THE YEARS, EL NIDO EXPANDED TO OPERATE RESIDENTIAL
22 COUNSELING CENTERS FOR GIRLS AND BOYS. IT ADDED FAMILY
23 COUNSELING AND JOINED WITH THE L.A. UNIFIED SCHOOL DISTRICT TO
24 OFFER SCHOOL-BASED COUNSELING, WHICH WAS CONSIDERED A
25 REVOLUTIONARY CONCEPT FOR ITS TIME. IN THE 1970S, EL NIDO



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1 BECAME INDEPENDENT FROM THE NATIONAL COUNCIL OF JEWISH WOMEN.
2 EL NIDO ALSO INCLUDED OTHER SERVICES: ONE-ON-ONE COUNSELING AT
3 INNER CITY CHURCHES AND COMMUNITY CENTERS. IT REPLACED ITS
4 RESIDENTIAL HOMES WITH A NETWORK OF OUTREACH OFFICES TO
5 PROVIDE IN-HOME SERVICES. IT ALSO DEVELOPED STRONG
6 RELATIONSHIPS WITH UNIVERSITIES AND COLLEGES IN LOS ANGELES TO
7 PROVIDE PRACTICAL FIELD TRAINING FOR SOCIAL WORK AND
8 COUNSELING STUDENTS. IN THE LAST 20 YEARS, EL NIDO HAS
9 PROVIDED PREGNANCY PREVENTION PROGRAMS FOR TEENAGERS,
10 PARENTING SKILLS, EDUCATION FOR TEENS AND OLDER PARENTS AND
11 CHILD ABUSE PREVENTION AND INTERVENTION PROGRAMS. IT ALSO
12 OPERATES DELINQUENCY DIVERSION PROGRAMS, FAMILY LITERACY
13 PROGRAMS AND SCHOLARSHIPS FOR GRADUATING TEENAGE STUDENTS WHO
14 ATTEND COLLEGE AND VOCATIONAL SCHOOLS. IT ALSO PROVIDES
15 GUIDANCE FOR SUCCESSFUL EMPLOYMENT AND COMMUNITY LIVING. EL
16 NIDO'S CURRENT STAFF OF 170 DEDICATED PROFESSIONAL PROVIDE
17 GUIDANCE AND COUNSELING TO ALMOST 20,000 INFANTS, CHILDREN,
18 TEENAGERS AND FAMILIES EVERY YEAR THROUGH 10 LOCATIONS IN
19 SOUTH CENTRAL LOS ANGELES, COMPTON, CARSON, SANTA MONICA, SAN
20 FERNANDO VALLEY AND THE ANTELOPE VALLEY. IT IS WITH GREAT
21 PLEASURE THAT, ON BEHALF OF THE BOARD OF SUPERVISORS, I
22 COMMEND EL NIDO FAMILY CENTERS ON ITS 80TH ANNIVERSARY FOR
23 PROVIDING SERVICES TO DISADVANTAGED AND UNDERSERVED FAMILIES
24 THROUGHOUT LOS ANGELES. AND TO LIZ. [APPLAUSE]

25



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1 **LIZ HERRERA:** THANK YOU SO MUCH, SUPERVISOR BURKE, FOR THIS
2 VERY SPECIAL RECOGNITION OF EL NIDO'S 80 YEARS OF SERVICE TO
3 AT-RISK CHILDREN, YOUTH AND FAMILIES IN THIS COUNTY. IT HAS
4 BEEN SUCH A PRIVILEGE TO DO THIS WORK. WE ARE VERY PROUD OF
5 OUR ACCOMPLISHMENTS BUT, MORE IMPORTANTLY, OF THE
6 ACCOMPLISHMENTS OF THE MANY CHILDREN AND FAMILIES THAT WE HAVE
7 HAD THE PRIVILEGE OF WORKING WITH. AND I WANT TO SO MUCH THANK
8 THE BOARD OF SUPERVISORS FOR YOUR SUPPORT AND TRUST IN OUR
9 SERVICES, WHICH HAS MADE MUCH OF OUR WORK POSSIBLE. THANK YOU
10 SO MUCH.

11

12 **SUP. BURKE:** CONGRATULATIONS. [APPLAUSE]

13

14 **SUP. BURKE:** I'D LIKE TO CALL UP NOW SAFETY SEAT CHECKUP WEEK.
15 AND WE HAVE STEPHANIE TOMBRELLO AND JOAN JACKSON TO COME
16 FORWARD. EVERY YEAR, WE HAVE A CHANCE TO REMIND PEOPLE HOW
17 IMPORTANT IT IS TO HAVE CHILD SEATS THAT ARE SAFE AND ALSO TO
18 MAKE SURE THAT INJURIES TO CHILDREN ARE PREVENTED. THE NUMBER
19 ONE PREVENTABLE CAUSE OF DEATH AND INJURY FOR CHILDREN AND
20 YOUNG ADULTS IS AUTOMOBILE COLLISIONS. EVERY YEAR, 150 CHILD
21 PASSENGERS UNDER THE AGE OF 16 YEARS ARE KILLED AND 24,000 ARE
22 INJURED IN AUTOMOBILE COLLISIONS IN CALIFORNIA. UP TO 71% OF
23 THE CHILDREN WHO DIED WOULD BE ALIVE TODAY IF THEY HAD BEEN
24 PROPERLY RESTRAINED IN CRASH-TESTED CAR SAFETY SEATS OR SAFETY
25 BELTS. ONLY ABOUT 60% OF CHILDREN ARE PROPERLY RESTRAINED ON



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1 EVERY AUTO RIDE DESPITE THE FACT THAT LOW COST CRASH-TESTED
2 SAFETY SEATS ARE AVAILABLE AT CAR SAFETY SEAT DISTRIBUTION
3 PROGRAMS. THE SEATS ARE ALSO WIDELY AVAILABLE AT MODERATE
4 PRICES AT RETAIL STORES THROUGHOUT THE STATE. THE STATE OF
5 CALIFORNIA HAS RULED THAT, UNTIL CHILDREN ARE SIX YEARS OLD OR
6 WEIGH 60 POUNDS, THEY MUST BE RESTRAINED IN CHILD SAFETY SEATS
7 IN THE BACK SEAT WHEN RIDING IN MOTOR VEHICLES AND ALL OUR
8 OCCUPANTS MUST BE PROPERLY RESTRAINED IN SAFETY SEATS OR
9 SAFETY BELTS. SAFETYBELTSAFE U.S.A. HAS BEEN DEDICATED FOR 25
10 YEARS TO PROTECTING CHILDREN FROM INJURY OR DEATH WHILE
11 TRAVELING IN MOTOR VEHICLES. ON BEHALF OF THE BOARD OF
12 SUPERVISORS, I HEREBY DECLARE THE WEEK OF APRIL 10TH THROUGH
13 THE 16TH SAFETY SEAT CHECKUP WEEK THROUGHOUT THE COUNTY OF LOS
14 ANGELES. I URGE PARENTS TO PROVIDE THEIR CHILDREN AND
15 THEMSELVES WITH PROPER RESTRAINTS WHEN ON THE ROAD. AND WE'RE
16 PRESENTING THIS TO STEPHANIE TOMBRELLO.

17
18 **STEPHANIE TOMBRELLO:** THANK YOU VERY MUCH.

19
20 **SUP. BURKE:** JOAN JACKSON HAS ALSO BEEN HERE WITH US.

21
22 **JOAN JACKSON:** THANK YOU VERY MUCH, SUPERVISOR BURKE AND FOR
23 ALL OF US IN LOS ANGELES COUNTY, IT'S A REAL PLEASURE TO BE
24 HERE AT THE BOARD OF SUPERVISORS BECAUSE THE COUNTY OF LOS
25 ANGELES HAS CERTAINLY STRENGTHENED AND ENCOURAGED THIS ISSUE.



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1 I WANT TO INVITE EVERYONE TO COME ON APRIL 16TH TO PETERSON
2 AUTOMOTIVE MUSEUM BETWEEN 10:00 AND 2:00 IF YOU WANT TO HAVE
3 YOUR SAFETY SEAT CHECKED TO SEE IF YOU'RE USING IT PROPERLY,
4 AND I WANT TO REMIND THOSE WHO HAVE OLDER CHILDREN THAT IT IS
5 ABSOLUTELY ESSENTIAL FOR THEM TO USE BOOSTER SEATS UNTIL THEY
6 FIT THE FIVE-STEP TEST. WE CAN REDUCE 59% OF THE INJURIES AND
7 THINK ABOUT WHAT THAT WILL DO FOR THE CHILDREN AND ALSO FOR
8 OUR BANK ACCOUNTS, BECAUSE HEALTHCARE IS NOW SUCH A VERY
9 EXPENSIVE PART OF EVERYONE'S BUDGET. SO, THANK YOU VERY MUCH
10 AND I WANT TO PRESENT A PACKET TO EACH OF THE BOARD OF
11 SUPERVISORS' MEMBERS TO SHARE WITH THEIR OFFICES AND THANK YOU
12 AGAIN. [APPLAUSE]

13

14 **SUP. BURKE:** THANK YOU VERY MUCH. WHILE SHE'S PASSING THOSE
15 OUT, I'D LIKE TO ASK JOANNA DOVE HAYES TO COME FORWARD. AND WE
16 ALL KNOW YOUR DAD. [LIGHT LAUGHTER]

17

18 **SUP. BURKE:** WE SEE HIM, HE COMES HERE AND HE SPEAKS AND SOME
19 OF US HAVE KNOWN HIM FOR MANY, MANY YEARS BUT WE ALL WERE JUST
20 SO PLEASED AND JUST SO HONORED AS WE WATCHED YOU. I KNOW THAT
21 I-- EVERY TIME YOU WERE COMING UP FOR A RACE, I HAD TO CANCEL
22 EVERYTHING ELSE TO WATCH BECAUSE YOU HAD MANY, MANY
23 SUPPORTERS, PARTICULARLY HERE IN THE COUNTY OF LOS ANGELES AND
24 JOANNA WAS BORN DECEMBER 23RD, 1976, IN WILLIAMSPORT,
25 PENNSYLVANIA AND SHE'S THE DAUGHTER, AS WE ALL KNOW, OF



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1 HOMELESS ADVOCATE, TED HAYES. SHE MOVED WITH HER FAMILY TO
2 CALIFORNIA. SHE RAN AND SPRINTED ALONGSIDE HER FATHER, HER
3 BROTHERS AND SISTERS IN IMPROMPTU RACES AND WENT ON TO STAR IN
4 TRACK AND FIELD IN J. W. NORTH HIGH SCHOOL IN RIVERSIDE. IN
5 1995, SHE WAS NAMED GATORADE ATHLETE OF THE YEAR. SHE WENT ON
6 TO U.C.L.A. AND COMPLETED HER B.A. IN SOCIOLOGY IN 2001. WHILE
7 AT U.C.L.A., SHE WON NUMEROUS TITLES, INCLUDING BACK-TO-
8 BACKPACK 10 CHAMPIONSHIPS IN THE 400 METER HURDLES IN 1998 AND
9 1999. SHE MISSED IN OLYMPIC TRIALS IN 2000 BY ONE-TENTH OF A
10 SECOND. AT VARIOUS TIMES, SHE SUSTAINED INJURIES IN
11 COMPETITION FROM A STRAINED RIGHT HAMSTRING TO A HYPEREXTENDED
12 RIGHT KNEE AND TOOK TWO YEARS OFF COMPETITION FROM 2000 TO
13 2002. IN HER YEARS OFF, SHE WORKED WITH COMMUNITY SERVICE
14 ORGANIZATIONS, ALWAYS TEACHING AND COUNSELING CHILDREN AND
15 TEENAGERS. WHEN SHE RETURNED TO THE TRACK AND FIELD, SHE WON A
16 TRIP TO THE 2004 U.S. OLYMPIC TRIALS IN SACRAMENTO. THIS TIME,
17 SHE WON A BERTH ON THE U.S. OLYMPIC TEAM AND TRAVELED TO
18 ATHENS. THERE SHE WON THE HUNDRED METER HURDLES GOLD MEDAL. [
19 APPLAUSE]

20

21 **SUP. BURKE:** AND SHE SHATTERED THE OLYMPIC RECORD WITH 12.37
22 SECONDS. [APPLAUSE]

23

24 **SUP. BURKE:** IN 2004, SHE ALSO BECAME THE ONLY AMERICAN WOMAN
25 RANKED IN THE TOP 10 OVERALL TRACK AND FIELD POINTS IN THE



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1 WORLD. SHE'S CURRENTLY A TRACK AND FIELD COACH AT BRENTWOOD
2 MIDDLE AND HIGH SCHOOL, WHERE SHE COACHES HURDLES AND JUMPS.
3 SHE'S ALSO PARTNERED WITH FELLOW OLYMPIAN MALACHI DAVIS AS A
4 PERSONAL TRAINER DEALING WITH CHILDREN IN SPORTS AND WITH
5 ADULTS WHO DESIRE A HEALTHIER AND MORE ACTIVE WAY OF LIFE. SHE
6 CONTINUES TO BE CONCERNED WITH THE WELLBEING OF CHILDREN AND
7 OF THE LESS FORTUNATE AND I'M JUST VERY PLEASED. I UNDERSTAND
8 WHERE YOU GOT YOUR ATHLETIC ABILITY. WE KNOW YOUR DAD IS A BIG
9 SKATER AND WHAT IS IT...

10

11 **TED HAYES:** CRICKET.

12

13 **SUP. BURKE:** CRICKET PLAYER AND ALL OF THOSE THINGS, SO WE KNOW
14 YOU GOT IT, YOU KNOW, NATURALLY BUT I'M PLEASED TO RECOGNIZE
15 THIS IMMORTAL ATHLETE AND FINE YOUNG PERSON WITH THIS SCROLL
16 IN COMMEMORATION OF HER OLYMPIC GOLD MEDAL AND RECORD MAKING
17 VICTORY IN THE HUNDRED METER HURDLES AT THE 28TH OLYMPIAD IN
18 ATHENS, GREECE. [APPLAUSE]

19

20 **JOANNA DOVE HAYES:** GOOD MORNING, HONORABLE SUPERVISORS.
21 SUPERVISOR YVONNE BRATHWAITE BURKE, I WOULD LIKE TO THANK YOU
22 FOR THIS INCREDIBLE HONOR AND GOOD MORNING TO ALL OF YOU IN
23 ATTENDANCE. I JUST REALLY QUICKLY WANT TO SAY THIS IS AN HONOR
24 FOR ME TO BE HERE AND TO, I GUESS, INTERRUPT YOUR MEETINGS AND
25 I KNOW YOU HAVE A LOT OF BUSINESS TO DO, SO I'LL BE BRIEF.



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1 JUST COMPETING FOR THE UNITED STATES IN THE OLYMPICS WAS, SO
2 FAR IN MY LIFE, THE GREATEST HONOR I'VE HAD AND I DIDN'T QUITE
3 SHATTER THE RECORD, I JUST BROKE IT BY 1/100TH OF A SECOND, SO
4 IT WAS CLOSE. BUT, YOU KNOW, I JUST-- I'VE BEEN IN L.A., I
5 MOVED HERE WHEN I WAS 18 AND I'VE BEEN BACK AND FORTH WITH MY
6 FATHER SINCE I WAS YOUNG. AND, ACTUALLY, I'VE ONLY BEEN TO
7 THIS BUILDING ONCE, IT WAS IN 1985, I THINK I WAS 8-1/2 AND,
8 ACTUALLY, IT WAS HIS FIRST ARREST, SO... [LAUGHTER]

9

10 **JOANNA DOVE HAYES:** I KNEW HE'D KNEW HOW TO GET HERE SO HE
11 BROUGHT ME HERE. I KNOW HE'S BEEN HERE A LOT AND I'M SURE A
12 LOT OF YOU HERE, YOU KNOW, YOU LOVE HIM OR YOU HATE HIM BUT
13 YOU'VE GOT TO RESPECT HIM AND THAT'S JUST, YOU KNOW, THAT'S MY
14 DAD AND I'VE-- HE'S-- A LOT OF THE MEMBERS FROM THE DOME
15 VILLAGE ARE HERE TO SUPPORT ME AND I'D LIKE TO THANK THEM.
16 AND, YOU KNOW, I'D LIKE TO JUST THANK THE CITY FOR, YOU KNOW,
17 EVERYTHING THAT THEY HAVE DONE FOR MY FATHER AND I JUST HOPE
18 THAT IT CONTINUES AND I'LL BE RUNNING FOR, HOPEFULLY, YOU
19 KNOW, A LOT MORE YEARS AND MAYBE I CAN COME BACK IN ANOTHER,
20 YOU KNOW, FOUR YEARS AND GET ANOTHER ONE OF THESE. AND SO,
21 AGAIN, I'D LIKE TO THANK YOU, SUPERVISOR YAROSLAVSKY. MY DAD'S
22 MENTIONED YOU A LOT, SO I'D LIKE TO THANK YOU. [LAUGHTER]

23

24 **JOANNA DOVE HAYES:** IT'S BEEN GOOD!

25



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1 **SUP. YAROSLAVSKY:** JUST DON'T GO INTO ANY DETAIL.

2

3 **JOANNA DOVE HAYES:** IT'S BEEN GOOD LATELY, YOU KNOW, BUT,
4 AGAIN... [LAUGHTER]

5

6 **SUP. YAROSLAVSKY:** LATELY.

7

8 **JOANNA DOVE HAYES:** ONCE AGAIN, I'D JUST LIKE TO THANK YOU
9 GUYS, YOU KNOW, THANKS EVERYBODY FOR THE AWARD AND FOR HELPING
10 ME AND I'LL BE AROUND AND, YOU KNOW, ANYTHING I CAN DO FOR
11 YOUR SCHOOLS, I'D DEFINITELY LIKE TO, YOU KNOW, COME DOWN AND,
12 YOU KNOW, STAY INVOLVED IN THE L.A. SCHOOL DISTRICTS. IT'S
13 VERY IMPORTANT TO ME. CHILDREN ARE VERY IMPORTANT TO ME.
14 ACTUALLY, MOST IMPORTANT TO ME, NOT JUST IN SPORTS BUT
15 EDUCATION AND JUST THE WAY OF LIFE. SO, AGAIN, THANK YOU ALL
16 FOR YOUR SUPPORT AND HOPEFULLY YOU'LL CONTINUE TO SUPPORT THE
17 CHILDREN OF L.A. AND THE WORLD AND AS WELL AS THE TRACK AND
18 FIELD WORLD. THANK YOU. [APPLAUSE]

19

20 **SUP. BURKE:** THAT CONCLUDES MY PRESENTATIONS.

21

22 **SUP. MOLINA, CHAIR:** SUPERVISOR KNABE, YOUR PRESENTATIONS.

23

24 **SUP. KNABE:** WELL, THAT'S A NICE INTRO, HAVING THIS YOUNG LADY
25 SPEAK TO THESE WONDERFUL KIDS THAT WE HAVE HERE TODAY FROM



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1 FEDDE MIDDLE SCHOOL. THEY ARE THE HISTORY DAY LOS ANGELES
2 COMPETITION WINNERS. JOINING ME IS MR. CHAD LAINES AND HIS
3 HISTORY CLASS STUDENTS. IN HAWAIIAN GARDENS LAST MONTH, THEY
4 WON THE HISTORY DAY L.A. COMPETITION AND HAVE EARNED THE RIGHT
5 TO COMPETE AT THE STATE LEVEL. THIS MARKS THE SECOND YEAR IN A
6 ROW THAT THEY'VE WON THIS TITLE. THE FEDDE EXHIBITS TOOK FIRST
7 AND SECOND PLACE IN THIS YEAR'S COMPETITION. THEREFORE, THEY
8 WILL TAKE TWO TEAMS TO THE STATE LEVEL, WHICH WILL BE HELD IN
9 SAN DIEGO. THE MONTHS OF HARD WORK CERTAINLY PAID OFF AS ALL
10 FOUR FEDDE MIDDLE SCHOOL ENTRIES WERE ACKNOWLEDGED FOR THEIR
11 DISPLAYS, THEIR BIBLIOGRAPHIES AND INTERVIEWS WITH THE JUDGES.
12 THE STRUGGLE TO COMMUNICATE, THE HISTORY OF SIGN LANGUAGE WAS
13 CREATED BY MARIA CRUZ, GUADALUPE CRUZ, ANGIE GARCIA, VANNESSA
14 MANCILLA, WAS AWARDED WITH RECOGNITION DINNER HOSTED BY THE
15 CONSTITUTIONAL RIGHTS FOUNDATION. THIS ONE, I LIKE. EDIBLE
16 COMMUNICATION, THE HISTORY OF THE FORTUNE COOKIE. THAT WAS
17 CREATED BY ANNA DE LA PAS, ANALE LOPEZ, NANCY MENDEZ, JESSICA
18 USABIO, NETHA SOON AND THEY WOWED ONLOOKERS WITH THEIR
19 CREATIVE TOPIC AND THEIR STUNNING EXHIBIT. THEY WERE FINALISTS
20 IN THEIR CATEGORY AND ALSO HAVE BEEN INVITED TO THE
21 RECOGNITION DINNER AS WELL. QUINTON MATEER AND ERIC WILSON
22 PULLED OFF A REMARKABLE FEAT BY EARNING A TRIP TO THE STATE
23 FINALS FOR THE SECOND CONSECUTIVE YEAR. THEIR PROJECT, SINGING
24 THEIR WAY TO FREEDOM, ESCAPING SLAVERY THROUGH NEGRO
25 SPIRITUALS LIT UP THE ROOM AND DREW A LOT OF INTEREST FROM THE



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1 CROWD. TAKING THE TOP PRIZE WAS RYAN RENESO, RAY FLORES,
2 CHRISTIAN ARTER, CORY CHONG, VICTOR VICTOR, WITH THEIR ENTRY
3 ENTITLED THE QUILT ROAD: THE SECRET COMMUNICATION OF THE
4 UNDERGROUND RAILROAD. JUDGE INDICATED THAT THIS PROJECT HAS
5 THE POTENTIAL TO BE A NATIONAL AWARD WINNER. SO IT WAS TRULY A
6 HISTORY-MAKING DAY FOR FEDDE MIDDLE SCHOOL. SO NOW, ON BEHALF
7 OF MYSELF AND MY COLLEAGUES AND ALL THE CITIZENS HERE, WE WANT
8 TO THANK THE STUDENTS, MR. CHAD LAINES, THEIR TEACHER, PONG
9 GONZALES, THE PRINCIPAL, THE MOMS AND DADS THAT ARE DOWN THERE
10 WE HAD A LITTLE RECEPTION UPSTAIRS WHERE WE PRESENTED THE
11 INDIVIDUAL SCROLLS TO THESE FOLKS BUT I'M GOING TO ASK PAUL
12 AND CHAD IF THEY'D COME FORWARD, AND WE'D LIKE TO PRESENT THEM
13 WITH THIS SCROLL OF RECOGNITION OF AN INCREDIBLE GROUP OF
14 YOUNG PEOPLE AND A VERY SIGNIFICANT ACCOMPLISHMENT. [APPLAUSE
15]

16

17 **CHAD LAINES:** I JUST WANT TO THANK SUPERVISOR KNABE, THANK HIS
18 STAFF FOR WELCOMING US HERE TODAY. WITH ALL THE NEGATIVE PRESS
19 YOU READ ABOUT IN THE PAPER REGARDING EDUCATION, IF YOU TAKE A
20 LOOK UP HERE, THIS IS WHAT'S RIGHT ABOUT EDUCATION. SO WE WANT
21 TO THANK YOU AND IT'S GREAT TO BE ACKNOWLEDGED, THESE
22 STUDENTS, FOR THEIR HARD WORK AND EFFORT. THANK YOU VERY MUCH.
23 [APPLAUSE]

24



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1 **SUP. KNABE:** I KNOW THEY'RE REALLY ANXIOUS TO GET BACK TO
2 SCHOOL, SO... [LIGHT LAUGHTER]

3

4 **SUP. KNABE:** ALL RIGHT! VERY GOOD. THE PRINCIPAL SAYS HE'D
5 TAKING THEM OUT TO LUNCH. BOY, THEY'RE IN FOR A GREAT DAY.
6 WHOOPS. NEXT, I'D LIKE TO CALL UP MR. LARRY AGAJENIAN. LARRY
7 WAS APPOINTED AS AN ALTERNATE TO OUR ASSESSMENT APPEALS BOARD
8 IN 1995 AND REAPPOINTED IN '97. HE WAS ORIGINALLY APPOINTED BY
9 FORMER SUPERVISOR DEAN DANA AND HAS CONTINUED TO SERVE THE
10 FOURTH DISTRICT WITH GREAT DISTINCTION. HE HAS 24 YEARS OF
11 REAL ESTATE EXPERIENCE, INCLUDING 10 YEARS AS A BROKER/OWNER
12 OF HIS OWN INVESTMENT BROKERAGE COMPANY, AGAJENIAN AND
13 AGAJENIAN, NINE YEARS WITH MATLOW KENNEDY COMMERCIAL REAL
14 ESTATE AND IS CURRENTLY WITH CUSHMAN AND WAKEFIELD. HE IS
15 RECOGNIZED FOR HIS INVESTMENT SALES ACTIVITIES AS WELL AS HIS
16 PROFESSIONAL IN RECEIVING THE BROKER OF THE YEAR AWARD BY THE
17 LOCAL BOARD OF REALTORS, AS WELL AS INVESTMENT COUNSELOR OF
18 THE YEAR TWICE, TRADER OF THE YEAR TWICE AND JUST AN ALL
19 AROUND GOOD GUY AND HE'S PUT A LOT OF TIME IN ON BEHALF OF THE
20 CITIZENS. FOR THOSE OF YOU WHO MAY NOT KNOW, THE ASSESSMENT
21 APPEALS BOARD IS NOT JUST A ONE DAY A WEEK OR ONE DAY A MONTH
22 COMMISSION. IT TAKES A LOT OF TIME AND EFFORT AND SO I JUST
23 WANTED TO BRING LARRY DOWN AND SAY THANK YOU FOR A JOB WELL
24 DONE AND THANK YOU ON BEHALF OF THE ALL THE CITIZENS OF THE
25 COUNTY. THANK YOU. [APPLAUSE]



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1

SUP. KNABE: NEXT, I HAVE A VERY SPECIAL AWARD TO MAKE AS WELL,
TOO, AND I'M GOING TO ASK CAPTAIN DAVE FENDER FROM THE
LAKEWOOD SHERIFF'S STATION, DEPUTY VICTOR ZAVALA FROM THE
LAKEWOOD SHERIFF'S STATION. I UNDERSTAND COMMANDER CAVANAUGH
IS HERE OR CHIEF CAVANAUGH. I'M NOT SURE HOW HIGH UP-- NO,
THAT WAS A SHORT JOKE. ANYWAY, WE HAVE WITH US TODAY MR. JIM
CLARK AND WE'RE GOING TO HONOR JIM. JIM HAS BEEN A VOLUNTEER
WITH THE LOS ANGELES COUNTY SHERIFF'S DEPARTMENT, LISTEN TO
THIS, FOR AN ASTONISHING 55 YEARS. [APPLAUSE]

11

SUP. KNABE: JIM'S LINE IS HE STARTED WHEN HE WAS 10. [LIGHT
LAUGHTER]

14

SUP. KNABE: ALL RIGHT. BUT MR. CLARK JOINED THE SHERIFF'S
DEPARTMENT RESERVE DEPUTY PROGRAM 55 YEARS AGO. HE WAS FIRST
ASSIGNED TO THE NORWALK STATION PATROLLING THE DIRT ROADS AND
DAIRY FARMS OF THE AREA, NOW KNOWN AS THE CITIES OF ARTESIA,
CERRITOS, AND HAWAIIAN GARDENS. HE TRANSFERRED TO LAKEWOOD
STATION UPON ITS OPENING, WHERE HE WORKED HIS WAY UP IN THE
RESERVE RANKS TO BECOME CAPTAIN OF THE LAKEWOOD RESERVE
COMMUNITY. COMPANY, EXCUSE ME. IN 1985, HE WAS RECOGNIZED BY
THE CITY OF LAKEWOOD AND, IN 1992, JIM RETIRED AS CAPTAIN OF
THE LAKEWOOD RESERVE COMPANY. AND, AFTER 42 YEARS OF SERVICE
TO THE SHERIFF'S DEPARTMENT OF THE CITY OF LAKEWOOD, HE



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1 PROMPTLY PROCEEDED TO JOIN THE LAKEWOOD STATION CIVILIAN
2 VOLUNTEER PROGRAM AND HE'S CONTINUED TO PROVIDE SERVICE TO THE
3 COMMUNITY AS A STATION VOLUNTEER, VOLUNTEER ON PATROL, AND A
4 MEMBER OF THE VOLUNTEER SURVEILLANCE TEAM. JIM'S DEDICATION,
5 OUTSTANDING COMMITMENT TO PUBLIC SERVICE AND SUPPORT OF THE
6 STATION AND ITS PERSONNEL MADE JIM THE LAKEWOOD SHERIFF'S
7 STATION VOLUNTEER OF THE YEAR IN 2000. SO, ON BEHALF MYSELF
8 AND MY COLLEAGUES AND ALL THE FOLKS OUT IN THE SOUTHEAST AREA
9 AND ALL THE CITIZENS HERE IN THE COUNTY, WE'D LIKE TO PRESENT
10 JIM THIS SCROLL IN RECOGNITION OF 55 YEARS OF DEDICATED
11 SERVICE TO THE CITIZENS OF LOS ANGELES COUNTY AND THE LOS
12 ANGELES COUNTY SHERIFF'S DEPARTMENT. JIM, CONGRATULATIONS. [
13 APPLAUSE]

14

15 **JIM CLARK:** SUPERVISOR KNABE, THANK YOU VERY MUCH. I'M VERY
16 HONORED FOR THIS RECOGNITION OF MY SERVICE WITH THE COUNTY OF
17 55 YEARS. HOWEVER, I FEEL A LITTLE BIT GUILTY ABOUT RECEIVING
18 ANY ACCOLADES FOR SOMETHING I'VE ENJOYED DOING SO MANY-- FOR--
19 VERY MUCH OVER THE YEARS. THESE YEARS HAVE BEEN A VERY
20 REWARDING EXPERIENCE FOR ME, SERVING WITH SO MANY DEDICATED
21 MEN AND WOMEN IN THE L.A. COUNTY SHERIFF'S DEPARTMENT AND
22 PARTICULARLY THE MEN AND WOMEN IN THE RESERVE PROGRAM AND THE
23 VOLUNTEER PROGRAM WHO GIVE SO FREELY OF THEIR TIME IN SO MANY
24 WAYS TO SERVE THE SHERIFF'S DEPARTMENT AND THE PEOPLE OF LOS
25 ANGELES COUNTY. AS I LOOK BACK OVER THE YEARS, I ONLY HAVE ONE



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1 REGRET AND THAT'S THAT I CAN'T SERVE ANOTHER 55 YEARS BUT TIME
2 DOES NOT PERMIT THAT. AGAIN, I'D LIKE TO THANK EVERYBODY FOR
3 THIS HONOR. [APPLAUSE]

4

5 **SUP. KNABE:** MADAM CHAIR, THAT'S MY PRESENTATIONS.

6

7 **SUP. MOLINA, CHAIR:** THANK YOU SO MUCH, SUPERVISOR KNABE.
8 SUPERVISOR ANTONOVICH, YOUR PRESENTATIONS.

9

10 **SUP. ANTONOVICH:** WELL, THIS MORNING, MADAM CHAIR, MEMBERS OF
11 THE BOARD, WE WOULD LIKE TO WELCOME TO OUR BOARD OF
12 SUPERVISORS THE SIKH DHARMA OF LOS ANGELES COUNTY AND THE
13 OTHER SIKH TEMPLES IN SOUTHERN CALIFORNIA WHO HAVE JUST
14 CELEBRATED BAISAKHI 2005. WITH US IS GRUID JODY HA SINGH
15 KHALSA, SIM RAN CAR KHALSA, KIRTAN-SINGH KHALSA, GURDIP SINGH
16 MALIK, SARUBE G. SINGH AND RANBIR SINGH BHAI. ALSO WITH US IS
17 B. B. G. INTERJET CAR. WE HAVE HERE THE OPPORTUNITY TO
18 RECOGNIZE THE CELEBRATION OF BAISAKHI, WHICH IS A HARVEST
19 FESTIVAL TYPICALLY CELEBRATED BETWEEN THE PERIOD OF THE 13TH
20 OR 14TH OF APRIL EACH YEAR. IT'S A COMMEMORATION OF THE DAY IN
21 1699 WHEN THE SIKHS FIRST ADOPTED THEIR TRADITION OF UNSHORN
22 HAIR AND THE WEARING OF TURBAN AS ARTICLES OF THEIR FAITH IN A
23 COMMITMENT TO LIVING TO THE HIGHEST STANDARDS OF SERVICE,
24 COURAGE AND CONSCIOUSNESS. JUST AS THE SEASON OF SPRING IS
25 UNIVERSALLY RECOGNIZED AS REPRESENTING BIRTH AND RENEWAL,



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1 BAISAKHI IS, FOR ALL SIKHS, A TIME OF SPIRITUAL BIRTH, ONE IS
2 THE SPIRIT AND THE PENDANT OF THE COMMITMENT TO LIVE IN
3 SERVICE TO HUMANITY. SO, AT THIS TIME, ON BEHALF OF THE BOARD,
4 WE WOULD LIKE TO GIVE YOU THIS PROCLAMATION AND ASK YOU TO SAY
5 A COUPLE OF WORDS.

6

7 **SIKH DHARMA:** GOOD MORNING. WE'D LIKE TO THANK YOU ON BEHALF OF
8 THE ENTIRE SIKH COMMUNITY OF SOUTHERN CALIFORNIA FOR
9 ACKNOWLEDGING OUR ANNUAL CELEBRATION OF BAISAKHI. THIS YEAR'S
10 THEME WAS THE CULSAWAY, PEACE TO ALL, LIFE TO ALL AND LOVE TO
11 ALL. AND, IN OUR DAILY LIVES, WE EACH HAVE A LOT TO SHARE IN
12 EVERYTHING THAT WE DO AND ALL THE THINGS THAT WE SAY IN OUR
13 VERY SIMPLE AND HUMBLE WAY AND WE LIKE TO HOPE AND THINK THAT
14 WE, AS A SIKH COMMUNITY, DO THAT IN OUR SMILES, IN OUR CARING,
15 IN OUR SERVICE. AND SO WE WANT TO THANK THE COUNTY SUPERVISORS
16 FOR ACKNOWLEDGING THIS DAY AND ALL OF YOUR PARTICIPATION IN
17 OUR SUPPORT. AND, AS A TOKEN OF OUR GRATITUDE, WE'D LIKE TO
18 OFFER SUPERVISOR ANTONOVICH A COUPLE BOXES OF YOGI TEA, SUPER
19 ANTIOXIDANT, SOME GOOD, GREEN TEA WHICH IS A GOOD WAY OF
20 SERVING HUMANITY, TOO, BY KEEPING EVERYBODY HEALTHY, WHICH IS
21 ONE OF THE PRODUCTS THAT WE PRODUCE. SO, THANK YOU ALL SO
22 MUCH. GOD BLESS YOU. [APPLAUSE]

23

24 **SUP. ANTONOVICH:** WELL, THIS MORNING, WE'D LIKE TO RECOGNIZE IN
25 THE ATHLETIC FIELD, AN OUTSTANDING INDIVIDUAL WHO'S RECOGNIZED



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1 IN THE UNITED STATES AS BEING ONE OF THE TOP. THIS MORNING,
2 WE'RE GOING TO WELCOME A 28-YEAR VETERAN OF COLLEGE
3 BASKETBALL, COACH DAVE YANAI, WHO RECENTLY ANNOUNCED HIS
4 RETIREMENT AFTER COACHING NINE SEASONS AS HEAD COACH AT
5 CALIFORNIA STATE UNIVERSITY AT LOS ANGELES. AND, PRIOR TO
6 THAT, HE WAS A COACH AT THE CALIFORNIA STATE UNIVERSITY AT
7 DOMINGAS HILLS. JOINING ME IN THIS PRESENTATION ARE SEVERAL
8 OFFICIALS FROM THE UNIVERSITY: TONY ROSS, WHO IS THE
9 CALIFORNIA STATE UNIVERSITY LOS ANGELES VICE PRESIDENT FOR
10 STUDENT AFFAIRS; CAROL DUNN, WHO IS THE DIRECTOR OF ATHLETICS;
11 AND BRIAN SWANSON, WHO IS THE ASSOCIATE DIRECTOR OF ATHLETICS
12 AT THE UNIVERSITY; AND ALSO HIS NEPHEW, MARK, WHO IS A MEMBER
13 OF OUR COUNTY COUNSEL; AND ROBERT PITTMAN, WHO WAS A FORMER
14 PLAYER AND A CURRENT COUNTY EMPLOYEE. AS I SAID, HE IS THE
15 FIRST NATIONAL JAPANESE-AMERICAN HEAD BASKETBALL COACH IN THE
16 UNITED STATES. HE COACHED FOR 19 SEASONS AND, DURING THAT
17 TIME, HE BECAME THE SECOND HEAD MEN'S BASKETBALL COACH IN THE
18 HISTORY OF THE CALIFORNIA COLLEGIATE ATHLETIC ASSOCIATION TO
19 REACH 400 WINS, RETIRING WITH A COLLEGIATE HEAD COACHING
20 CAREER RECORD OF 401 WINS AND 354 LOSSES. IN THE SUMMER OF
21 2000, HE WAS HONORED WITH THE OUTSTANDING COACH AWARD OF THE
22 JOHN R. WOODEN AWARDS CEREMONY. AND COACH WOODEN IS ONE OF THE
23 GREAT COACHES AND GREAT AMERICANS WHO HAS DONE SO MUCH IN
24 BUILDING CHARACTER IN OUR YOUNG PEOPLE. SO THIS SPECIAL HONOR
25 IS GIVEN ANNUALLY TO AN INDIVIDUAL WHO EXEMPLIFIES THE



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1 OUTSTANDING QUALITY SET BY THE LEGENDARY COACH JOHN WOODEN.
2 SO, COACH YANAI WAS SELECTED AS AN ASSISTANT COACH FOR THE
3 1990 UNITED STATES OLYMPIC FESTIVAL WEST TEAM AND IS CURRENTLY
4 ADVISOR AND CONSULTANT FOR THE JAPANESE NATIONAL TEAM. SO, AT
5 THIS TIME, COACH, AND THAT'S A COLLEGE I'M AN ALUMNUS OF,
6 WE'RE PROUD TO GIVE YOU THIS PROCLAMATION AND CONGRATULATIONS
7 ON YOUR 401 WINS. [APPLAUSE]

8

9 **COACH DAVE YANAI:** THANK YOU VERY MUCH, SUPERVISOR ANTONOVICH
10 AND BOARD OF SUPERVISORS. I'VE HAD THE OPPORTUNITY TO BE UP
11 HERE A COUPLE OTHER TIMES WITH SUPERVISOR HAHN IN THE PAST BUT
12 IT GIVES ME GREAT YEARS, AFTER ALL THESE YEARS, 38 YEARS,
13 ACTUALLY, AFTER 38 YEARS, RETIRING AND JUST HAVING THE
14 WONDERFUL EXPERIENCE OF HOPING TO, IN MY CAREER, DIRECT AND
15 TEACH VALUES FOR A LIFETIME. AND I'M SO PLEASED TO HAVE BEEN A
16 PART OF CAL STATE LOS ANGELES ADMINISTRATION THAT REALLY
17 SUPPORTED THE PHILOSOPHY OF IT'S MORE THAN ABOUT THE WIN. IT'S
18 ABOUT TEACHING VALUES FOR A LIFETIME THROUGH ATHLETICS. SO I
19 THANK THE ATHLETIC _____ AND THE ATHLETIC
20 ADMINISTRATION FOR THEIR SUPPORT. I'D LIKE TO THANK MY WIFE
21 AND MY FAMILY FOR, YOU KNOW, PUTTING UP WITH ME THROUGHOUT ALL
22 THESE 38 YEARS AND HOPEFULLY WE'VE HAD AN IMPACT IN ONE OF MY
23 PLAYERS, ROBERT PITTMAN, WHO WAS ON MY FIRST TEAM AT CAL
24 STATE, DOMINGUEZ HILLS IS NOW SECOND IN COMMAND AS A CHIEF OF
25 SECURITY FOR COUNTY OF LOS ANGELES. MY NEPHEW, MARK, WHO IS AN



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1 ATTORNEY FOR THE COUNTY COUNSEL FOR THE COUNTY OF LOS ANGELES.
2 SO, HOPEFULLY, I HAD A LITTLE BIT TO DO WITH SOME YOUNG LIVES
3 AND NOW THEIR ADULT LIVES BUT I THANK THE BOARD VERY MUCH FOR
4 THIS WONDERFUL, WONDERFUL PROCLAMATION. THANK YOU. [APPLAUSE
5]

6

7 **CAROL DUNN:** GOOD MORNING. DAVID HAS HAD JUST A STELLAR CAREER.
8 HE'S AN OUTSTANDING MAN. BUT IT'S ALWAYS BEEN MUCH MORE THAN
9 THOSE GREAT WINS AND THOSE CHAMPIONSHIPS. IT'S BEEN ABOUT
10 TEACHING THOSE LIFE LESSONS TO HIS MEN AND THE GRADUATION OF
11 THOSE STUDENT ATHLETES. I KNOW, FOR ME, IN WORKING WITH HIM ON
12 A DAY-TO-DAY BASIS, THERE'S NOTHING THAT'S BEEN-- I JUST FEEL
13 I'VE BEEN PRIVILEGED TO WORK WITH A GENTLEMAN WITH SUCH HIGH
14 INTEGRITY, HONESTY AND, QUITE HONESTLY, A DEVOTION TO CAL
15 STATE L.A. AND THE GOLDEN EAGLE FAMILY AND HE WILL BE MISSED.
16 [APPLAUSE]

17

18 **SUP. ANTONOVICH:** WITH THE COACH WAS HIS WIFE, SEIKO, AND HIS
19 SON, GARRETT, AND HIS SON, JOHN. YOU KNOW, EACH WEEK, YOU SEE
20 AN ANIMAL GIVEN AWAY AT THIS BOARD. AND, TODAY, I'D LIKE TO
21 ENCOURAGE YOU TO THINK ABOUT AN OPPORTUNITY OF SERVING YOUR
22 COMMUNITY BECAUSE, THIS MORNING, WE'RE GOING TO WELCOME
23 SEVERAL REPRESENTATIVES FROM THE GUIDE DOGS OF AMERICA WHO
24 WILL JOIN ME IN THIS PRESENTATION. WE HAVE LORRI BERNSON OF
25 THE SAN FERNANDO VALLEY RESIDENT AND THE SPOKESMAN FOR THE



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1 GUIDE DOGS OF AMERICA. LEADING LORRI IS NIGEL, A GOLDEN
2 RETRIEVER. LORRI AND NIGEL ARE GRADUATES OF THE GUIDE DOGS OF
3 AMERICA PROGRAM. NEXT, WE HAVE DEBBIE SANDS, WHO IS THE
4 SPONSORSHIP PROGRAM COORDINATOR FOR GUIDE DOGS OF AMERICA AND
5 SHE'S ACCOMPANIED BY HER DOG, APRIL, WHO IS AN AMBASSADOR FOR
6 GUIDE DOGS OF AMERICA. AND THEN WE HAVE PATTY FRIEDMAN, WHO IS
7 MY DEPUTY FOR THE SAN FERNANDO VALLEY AND SHE IS ACCOMPANIED
8 BY HER GUIDE DOG, AMERICA'S PUPPY IN TRAINING, NORA, A FOUR-
9 MONTH-OLD FEMALE LABRADOR RETRIEVER THAT WILL REMAIN IN
10 PATTY'S CARE FOR THE NEXT 18 MONTHS AND THEN WILL BE GIVEN TO
11 A BLIND PERSON. FOUNDED MORE THAN 50 YEARS AGO BY JOSEPH
12 JONES, SR., GUIDE DOGS OF AMERICA IS DEDICATED TO ITS MISSION
13 OF PROVIDING GUIDE DOGS AND INSTRUCTION TO THEIR USE FREE OF
14 CHARGE TO BLIND AND VISUALLY IMPAIRED MEN AND WOMEN FROM THE
15 UNITED STATES AND CANADA SO THAT THEY MAY CONTINUE TO PURSUE
16 THEIR GOALS WITH INCREASED MOBILITY AND INDEPENDENCE. GUIDE
17 DOGS OF AMERICA BREEDS ITS OWN GUIDE DOGS TO PROVIDE THE BEST
18 QUALITY DOG POSSIBLE FOR THE BLIND AND VISUALLY IMPAIRED
19 CLIENTS. GUIDE DOGS OF AMERICA WAS ONE OF THE FIRST GUIDE DOG
20 SCHOOLS TO BE FOUNDED BY A BLIND INDIVIDUAL AND THE
21 ORGANIZATION IS COMMITTED TO AIDING THE COMMUNITY. EARLIER
22 DURING OUR MEETING, WHEN WE OPENED, YOU WERE TREATED TO A
23 LOVELY PRESENTATION BY ALYSSA ROSSI, WHO SANG AND I'VE HAD THE
24 PLEASURE, AS I HAD MENTIONED IN THE INTRODUCTION, OF SEEING
25 ALYSSA IN OUR COMMUNITY BEING INVOLVED IN OUR VARIOUS EVENTS.



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1 SHE'S AN EXAMPLE OF THE TYPE OF INDIVIDUAL THAT GUIDE DOGS OF
2 AMERICA SERVES: AMBITIOUS, INDEPENDENT, WITH TREMENDOUS DRIVE
3 AND DETERMINATION. SO THOSE OF YOU WHO ARE LISTENING AT HOME
4 OR IN THE AUDIENCE TODAY, YOU CAN REACH GUIDE DOGS OF AMERICA
5 AT THEIR SYLMAR OFFICE. IT'S 818-362-5834. 818-363-5834. SO,
6 AT THIS TIME, ON BEHALF OF THE BOARD OF SUPERVISORS, WE WANT
7 TO COMMEND GUIDE DOGS OF AMERICA AND LORRI BERNSON WILL ACCEPT
8 THIS PROCLAMATION FOR THE COUNTY. [APPLAUSE]

9

10 **LORRI BERNSON:** THANK YOU, BOARD OF SUPERVISORS AND SUPERVISOR
11 ANTONOVICH. WE REALLY APPRECIATE IT. I CAN TELL YOU, FROM MY
12 OWN PERSONAL EXPERIENCE, I LOST MY VISION ABOUT NINE YEARS AGO
13 FROM DIABETES AND, WHEN THAT HAPPENS AT WHAT I REFERRED TO AS
14 A YOUNG AGE, YOU'RE LEFT WITH WHAT TO DO NOW AND I REALLY
15 DIDN'T KNOW WHAT TO DO IN A VERY ACTIVE WORLD, A VERY
16 INDEPENDENT WORLD AND NOW BEING SLIGHTLY DEPENDENT. I VENTURED
17 OUT INTO THINKING ABOUT GETTING A GUIDE DOG AND, TO THIS DAY,
18 IT IS THE GREATEST JOY, THE GREATEST OFFERING AND HAVING NIGEL
19 AS MY GUIDE DOG HAS TRULY BEEN THE LARGEST IMPACT IN MY LIFE,
20 EVEN IN MY SIGHTED WORLD. THERE'S NOTHING WE DON'T DO. I GO
21 EVERYWHERE WITH NIGEL. THE SCHOOL LOCATED IN SYLMAR, WE
22 GRADUATE ABOUT 50 TO 60 TEAMS A YEAR AND EACH TEAM RUNS
23 APPROXIMATELY \$38,000 SO, GIVEN THAT, WE DO A LOT OF
24 FUNDRAISING FOR THE SCHOOL. THERE'S NO GOVERNMENT FUNDING, SO
25 IT'S ALL UP TO US TO RAISE THE MONEY, WHICH WE DO AND KEEP AT



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1 IT. BUT I CAN ONLY EXPRESS TO YOU HOW MUCH HAVING A GUIDE DOG
2 HAS GIVEN ME MY LIFE BACK. SOMETHING THAT I SAY QUITE OFTEN IS
3 THAT MY BLINDNESS IS-- IT'S NO LONGER ABOUT SOMETHING THAT I
4 LOST. WHEN I LOST MY VISION, IT WAS, "I LOST MY VISION. WHAT
5 DO I DO NOW?" AND NOW THAT I HAVE NIGEL, IT'S SOMETHING THAT
6 I'VE GAINED. I'VE GAINED TRULY THE GREATEST GIFT THAT'S EVER
7 BEEN GIVEN TO ME AND HE AND I ARE AN INCREDIBLE TEAM TOGETHER
8 AND HE IS THE LIGHT AT THE END OF MY DARK TUNNEL. AND I THANK
9 YOU FOR WELCOMING US HERE AND FOR LISTENING TO WHAT WE HAVE
10 FOR YOU. THANKS. [APPLAUSE]

11

12 **DEBBIE SANDS:** THANK YOU TO THE BOARD OF SUPERVISORS. MY NAME
13 IS DEBBIE SANDS. I'M THE SPONSOR PROGRAM COORDINATOR AT GUIDE
14 DOGS OF AMERICA AS WELL AS THE PUBLIC RELATIONS LIAISON. WE
15 ARE VERY PROUD THAT OUR ORGANIZATION IS THE LOS ANGELES GUIDE
16 DOGS SCHOOL. WE HAVE BEEN IN EXISTENCE SINCE 1948 AND WE HAVE
17 GRADUATED OVER 2,500 GUIDE DOG TEAMS, MEANING DOG AND BLIND
18 USER. WE ARE ALWAYS HONORED TO BE HONORED BY ANYONE IN THE
19 STATE OR THE CITY BECAUSE OF THE FACT WE ARE SO MUCH A PART OF
20 YOU. WE ARE EVERYWHERE. WE ARE PROFESSORS AND SCIENTISTS, WE
21 ARE TEACHERS. THERE IS SUCH A BLIND COMMUNITY THAT HAS A NEED
22 FOR THESE ANIMALS AND WE REALLY WANT YOU TO KNOW THAT,
23 ALTHOUGH THE DOGS COST \$38,000 TO PUT THROUGH THE PROGRAM, WE
24 DO NOT PUT ANY OF THE COST ON TO THE RECIPIENT. IT IS A FREE
25 SERVICE. SO, WHEN YOU SEE SOMEONE WITH A DOG, YOU'LL KNOW THAT



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1 IT IS A GIFT FROM OUR SCHOOL AND WE THANK ALL OF OUR DONORS
2 WHO, OVER THE YEARS, HAVE BEEN REALLY OUR BLESSED GROUP TO
3 SUPPORT US AND TO CONTINUE TO SUPPORT US. SO WE DO THANK YOU
4 VERY MUCH. WE ALSO HAVE TOURS AND SPEAKING ENGAGEMENTS, SO IF
5 YOU KNOW OF ANYBODY WHO WOULD LIKE TO TOUR THE SCHOOL, COME ON
6 UP. [APPLAUSE]

7

8 **SUP. ANTONOVICH:** FOLLOWING UP, WE JUST HAVE LITTLE SHEBA, WHO
9 IS A LABRADOR MIX FEMALE LOOKING FOR A HOME. AND SHE'S 12
10 WEEKS OLD. YOU CAN CALL (562) 728-4644 IF YOU'RE INTERESTED.
11 COMES WITH A LITTLE RED COWBOY SCARF. SO, LITTLE SHEBA IS
12 LOOKING FOR A HOME. ANYBODY'D LIKE TO ADOPT HER? GO TO
13 K.T.L.A. OR ONE OF THE OTHER T.V. STATIONS? LET ME JUST SAY TO
14 THOSE WHO ARE WATCHING, AS I SAID, MY DEPUTY, PATTY FRIEDMAN,
15 IS INVOLVED IN THIS PROGRAM. YOU TAKE THE DOG AND, FOR ABOUT
16 18 TO 24 MONTHS, YOU TAKE CARE OF THE DOG AS IT'S GOING
17 THROUGH TRAINING. AND THEN, AFTER IT GRADUATES, THEN THAT DOG
18 IS GIVEN TO A BLIND PERSON. SO ANYBODY WHO'S INTERESTED IN
19 TRAINING A DOG AND THAT'S WHERE YOU TAKE THE DOG FOR
20 APPROXIMATELY TWO YEARS AS YOUR PET GOING THROUGH SCHOOL. AND
21 THEN, WHEN THE ANIMAL GRADUATES WITH ITS BACHELOR'S DEGREE,
22 THEN IT'S ABLE TO BE ADOPTED OUT TO A BLIND PERSON. SO ANYBODY
23 WHO IS INTERESTED IN THAT CAN CONTACT MY OFFICE FOR ADDITIONAL
24 INFORMATION OR BLIND DOGS AMERICA. SO, AT THIS TIME,
25 SUPERVISOR MOLINA WILL MAKE HER PRESENTATIONS.



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1

2 **SUP. MOLINA, CHAIR:** THANK YOU, SUPERVISOR ANTONOVICH. TODAY,
3 WE'RE PROCLAIMING APRIL THE 10TH THROUGH THE 16TH OF APRIL AS
4 CRIME VICTIM'S RIGHTS WEEK. THIS IS PART OF OUR NATIONAL
5 OBSERVANCE OF VICTIMS' RIGHTS, AND WE'RE PLEASED TO WELCOME
6 THIS MORNING SHARON MATSUMOTO, WHO IS REPRESENTING THE
7 DISTRICT ATTORNEY'S OFFICE IN RECOGNITION OF THE OUTSTANDING
8 WORK THE D.A.'S OFFICE HAS DONE IN THE VICTIMS WITNESS
9 ASSISTANCE PROGRAM. SINCE 1977, THE DISTRICT ATTORNEY'S VICTIM
10 WITNESS ASSISTANCE PROGRAM HAS PROVIDED ESSENTIAL SERVICES TO
11 VICTIMS AND WITNESSES OF CRIME THROUGHOUT LOS ANGELES COUNTY.
12 THE PROGRAM'S MAIN OBJECTIVE IS TO LESSEN THE TRAUMA AND OFTEN
13 DEVASTATING EFFECTS OF CRIME ON THE LIVES OF VICTIMS AND THEIR
14 FAMILIES. THE PROGRAM AIDS LITERALLY THOUSANDS OF VICTIMS EACH
15 YEAR THROUGH SECURING EITHER FINANCIAL AID, MEDICAL OR LIVING
16 EXPENSES, AS WELL AS SOMETIMES RELOCATING VICTIMS AND
17 WITNESSES TO ENSURE THEIR SAFETY. SHARON, ON BEHALF OF THE
18 BOARD, WE WANT TO EXTEND OUR APPRECIATION TO YOUR COMMITMENT,
19 THE DISTRICT ATTORNEY'S COMMITMENT FOR THIS VERY, VERY
20 IMPORTANT PART OF THE WORK THAT YOU DO AND WELL AS ALL OF YOUR
21 OTHER WORK. CONGRATULATIONS.

22

23 **SHARON MATSUMOTO:** THANK YOU. [APPLAUSE]

24



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1 **SHARON MATSUMOTO:** SUPERVISOR MOLINA, MEMBERS OF THE BOARD OF
2 SUPERVISORS, ON BEHALF OF DISTRICT ATTORNEY STEVE COOLEY, THE
3 VICTIM WITNESS ASSISTANCE PROGRAM AND THE ENTIRE LOS ANGELES
4 DISTRICT ATTORNEY'S OFFICE, WE WOULD LIKE TO THANK YOU FOR
5 THIS PROCLAMATION AND FOR YOUR ASSISTANCE IN HELPING US
6 COMMEMORATE THE SILVER ANNIVERSARY OF NATIONAL CRIME VICTIMS
7 RIGHTS WEEK. WE ALSO THANK YOU FOR ALL OF YOUR ASSISTANCE NOT
8 ONLY TODAY, THIS WEEK, BUT THROUGHOUT THE ENTIRE YEAR. THANK
9 YOU VERY MUCH.

10

11 **SUP. MOLINA, CHAIR:** THANK YOU SO MUCH. WE WANT TO, IN THE
12 SPIRIT OF TODAY'S PRESENTATION, WE ALSO WANT TO RECOGNIZE MANY
13 PEOPLE WHO ARE DESERVING OF RECOGNITION BECAUSE OF THE WORK
14 THAT THEY'VE PROVIDED. SOME OF YOU, YOU'VE MET, BECAUSE WE'VE
15 PROVIDED RECOGNITION IN THE PAST BUT, TO BEGIN WITH, ON
16 JANUARY THE 26TH OF THIS YEAR, WE ALL REMEMBER WHEN THE
17 METROLINK COMMUTER DERAILED WHEN THE S.U.V. WAS PARKED AND
18 LEFT ON THE TRACKS AND, TRAGICALLY, 11 PEOPLE LOST THEIR LIVES
19 AND MORE THAN 178 TRAVELERS WERE INJURED, INCLUDING SOME OF
20 OUR OWN COUNTY FAMILY. THE FOLLOWING INDIVIDUALS ARE THE
21 CITIZENS WHO STEPPED FORWARD AND AIDED THOSE VICTIMS WITHOUT
22 THOUGHT FOR THEIR OWN SAFETY AND THE LAW ENFORCEMENT AND
23 EMERGENCY PERSONNEL WHO HAVE DONE MUCH IN ASSISTING THE
24 VICTIMS OF CRIME. THESE ARE CITIZENS OF THE STATE AND LOCAL
25 AGENCIES THAT WORK TOGETHER WITH THE ADVOCATES OF THE LOS



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1 ANGELES COUNTY D.A.'S OFFICE WITNESS-- VICTIM AND WITNESS
2 ASSISTANCE PROGRAM TO ASSIST AND TO SERVE THE VICTIMS AS WELL
3 AS THE WITNESSES AND THEIR FAMILY FOLLOWING THIS DEVASTATING
4 SITUATION. SO WE WANT TO COMMEND THEM FOR THEIR PERSONAL
5 COURAGE, THEIR COMMITMENT TO ASSIST THEIR FELLOW ANGELINOS AT
6 A TIME OF GREAT CRISIS TO THEM AND TO ALL OF US. SO LET ME
7 BEGIN. THEY'RE GOING TO BE PRESENTED TODAY WITH SOME
8 COMMENDATIONS, WHICH WE'RE VERY PROUD TO PRESENT. FIRST OF ALL
9 TO ROXANNE ESTRADA AND HECTOR MARTINEZ ON BEHALF OF COSTCO. AS
10 WE ALL KNOW, THE COSTCO EMPLOYEES WERE THE VERY FIRST
11 RESPONDERS TO THE DERAILMENT. THEY WORKED TO FREE THOSE
12 TRAPPED IN THE WRECKAGE AND HELPED THE INJURED TO A SAFE
13 LOCATION AWAY FROM THE SMOLDERING TRAIN. CONGRATULATIONS. [
14 APPLAUSE]

15

16 **SUP. MOLINA, CHAIR:** ALSO, OF COURSE, ONE OF THE OTHER ANGELS
17 WHO HAS PROVIDED ASSISTANCE WAS CHIEF CHRIS GRAY FROM THE
18 GLENDALE FIRE DEPARTMENT AND CHIEF CHRISTOPHER WARE OF THE LOS
19 ANGELES FIRE DEPARTMENT. THE GLENDALE AND THE LOS ANGELES FIRE
20 CREWS AND THE PARAMEDICS RESPONDED MAGNIFICENTLY IN RESCUING
21 COMMUTERS AND TRAPPED-- AND MANY OF THOSE TRAPPED IN THE
22 WRECKAGE. [APPLAUSE]

23

24 **SUP. MOLINA, CHAIR:** ALSO, OF COURSE, WAS CHIEF RANDY ADAMS,
25 WHO IS THE GLENDALE POLICE DEPARTMENT. THESE DETECTIVES



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1 MOUNTED AN INTENSE INVESTIGATION DIRECTLY AT THE CRIME SCENE,
2 WHICH RESULTED IN THE QUICK ARREST OF THE SUSPECT WITHIN HOURS
3 OF THAT CRASH. CONGRATULATIONS TO YOU, SIR. [APPLAUSE]

4

5 **CHIEF RANDY ADAMS:** MADAM CHAIR, THANK YOU VERY MUCH AND IT'S
6 WONDERFUL, ON BEHALF OF THE GLENDALE POLICE DEPARTMENT, TO BE
7 ABLE TO ACCEPT THIS CERTIFICATE BUT IT WAS A TREMENDOUS TEAM
8 EFFORT OUT THERE THAT DAY AND I'M FORTUNATE TO HAVE SOME OF
9 THE PEOPLE HERE FROM THE TEAM THAT MADE EVERYTHING POSSIBLE.
10 FIRST OF ALL, AFTER THE SEARCH AND RECOVERY WAS DONE, KIND OF
11 SIMULTANEOUS TO THAT, THERE WAS QUITE AN EXTENSIVE CRIMINAL
12 INVESTIGATION GOING ON AND TWO OF OUR LEAD DETECTIVES IN THAT
13 INVESTIGATION ARE HERE: DETECTIVE BOB BRECKENRIDGE AND ALSO
14 DETECTIVE CRAIG TWEEDY. BOTH OF THEM WERE VERY INVOLVED IN THE
15 ULTIMATE APPREHENSION OF THE SUSPECT AND THE INVESTIGATION.
16 ALONG WITH THAT INVESTIGATION, IS CERTAINLY THE FORENSICS PART
17 OF THAT INVESTIGATION, PRESERVATION OF THE EVIDENCE AND
18 COLLECTION OF THE EVIDENCE, AND OUR SUPERVISOR OF OUR
19 FORENSICS UNIT, DEBBIE STEIBERS IS HERE, DEBBIE, AND RENEE
20 FREEMAN. AND THEY WERE BOTH OUT THERE, ALONG WITH THEIR ENTIRE
21 TEAM, MAKING EVIDENCE COLLECTION THAT DAY. AND, FINALLY, LAST
22 BUT NOT LEAST, WHILE WE WERE OUT AT THE SCENE DOING ALL OF
23 THIS INVESTIGATION, AS YOU CAN IMAGINE, OVER 600 CALLS CAME IN
24 FROM FAMILY MEMBERS, VICTIMS, SO FORTH, THAT WERE TRYING TO
25 INQUIRE ABOUT THEIR FAMILY AND FRIENDS THAT HAD BEEN ON THAT



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1 TRAIN. HEADING UP THE EFFORT TO INTERACT WITH THOSE FAMILIES
2 AND ACTUALLY DO GRIEF COUNSELING AND SO FORTH WAS OUR POLICE
3 PSYCHOLOGIST, DR. DEBORAH BECKLE AND LIEUTENANT KARL POVOLITUS
4 WAS ALSO THERE HELPING, ALONG WITH 85 EMPLOYEES FROM A VARIETY
5 OF DIFFERENT AGENCIES ASSISTING IN THAT EFFORT. SO IT WAS A
6 HUGE TEAM EFFORT, AND I JUST WANTED TO ACKNOWLEDGE SOME OF
7 THEM TODAY AND THANK THE BOARD OF SUPERVISORS AND CHAIR MOLINA
8 FOR THIS AWARD. THANK YOU VERY MUCH. [APPLAUSE]

9

10 **SUP. MOLINA, CHAIR:** CONGRATULATIONS TO A GREAT TEAM. WELL, OF
11 COURSE, OUR OWN CAROL MEYER WAS THERE ON THE SPOT. CAROL WAS
12 RESPONSIBLE FOR COORDINATING THE IMMEDIATE TRANSPORT OF OVER
13 178 INJURED TO 19 AREA HOSPITALS. MISS MEYER IS THE DIRECTOR
14 OF MEDICAL EMERGENCY SERVICES FOR THE DEPARTMENT OF HEALTH
15 SERVICES. CONGRATULATIONS TO YOU. [APPLAUSE]

16

17 **SUP. MOLINA, CHAIR:** AND JOHN KYROS, ALSO. HE WAS THE ONE THAT
18 WAS ON THE PHONE, I GUESS, THE MEDICAL ALERT, THAT WAS DOING
19 ALL THAT COORDINATION. CONGRATULATIONS TO BOTH OF YOU. WE ALSO
20 HAVE LIEUTENANT ED WINTER FROM THE LOS ANGELES COUNTY
21 CORONER'S OFFICE. HE AND HIS INVESTIGATORS WORKED TIRELESSLY
22 TO IDENTIFY, UNFORTUNATELY, THOSE THAT WERE LOST THAT DAY AND
23 ALSO RESPONSIBLE FOR NOTIFYING THEIR FAMILIES. SO
24 CONGRATULATIONS. ARE THEY HERE TODAY? OH. HE WAS CALLED OUT ON
25 AN EMERGENCY BUT WE WANT TO COMMEND HIM AS WELL FOR THE GREAT



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1 WORK THAT THEY DID THAT DAY. WE ALSO HAD, FROM OUR OWN COUNTY
2 DEPARTMENT OF MENTAL HEALTH, WE HAD BARBARA SIENFUEGOS AND, OF
3 COURSE, DR. MARV SOUTHARD. THEY WERE THE PROGRAM COORDINATORS,
4 THE DISASTER SERVICES FOR THE DEPARTMENT OF MENTAL HEALTH.
5 BARBARA AND HER STAFF WENT OUT THERE, THEY PROVIDED EMERGENCY
6 COUNSELING TO ALL OF THE VICTIMS AS WELL AS THE RESCUERS WHO
7 WERE INVOLVED THAT DAY IN THE AFTERMATH OF THAT DERAILMENT.
8 CONGRATULATIONS TO BOTH OF YOU. [APPLAUSE]

9

10 **SUP. MOLINA, CHAIR:** ALSO FROM THE CALIFORNIA OFFICE OF
11 EMERGENCY SERVICES, CRISIS RESPONSE TEAM, IS SHELBY WORLEY,
12 WHO IS THE PROJECT CONSULTANT. AND SHELBY FACILITATED VICTIM
13 CLAIMS FOR FINANCIAL AID AND THE VICTIM COMPENSATION AND THE
14 GOVERNMENT CLAIMS BOARD, SO WE WANT TO THANK HIM FOR ASSISTING
15 MANY OF THOSE VICTIMS. CONGRATULATIONS TO YOU, SIR. [APPLAUSE
16]

17

18 **SUP. MOLINA, CHAIR:** GOSH, I HATE BEING SUCH A SHORTY BUT--
19 AND, FINALLY, WE WANT TO THANK KIERAN MCGEOGHAN, WHO IS THE
20 EXECUTIVE OFFICER OF THE CALIFORNIA VICTIM COMPENSATION AND
21 GOVERNMENT CLAIMS BOARD. SHE EXPEDITED THE PROCESSING OF THESE
22 EMERGENCY FUNERAL AND BURIAL FUNDS, AS WELL AS MANY OF THE
23 VICTIM APPLICATIONS FOR FINANCIAL ASSISTANCE FROM THE STATE
24 COMPENSATION FUND. WE WANT TO THANK HER FOR HER ASSISTANCE AND
25 HER COORDINATION. CONGRATULATIONS AND THANK YOU. [APPLAUSE]



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1

2 **SUP. MOLINA, CHAIR:** WOULD YOU JOIN ME IN THANKING ALL OF THESE
3 INDIVIDUALS? THEY'RE ALL HEROES, THEY DID AN OUTSTANDING JOB
4 AND THEY DESERVE OUR COMMENDATION AND WE WANT TO THANK THE
5 DISTRICT ATTORNEY'S OFFICE FOR BRINGING THEM ALL. [APPLAUSE]

6

7 **SUP. MOLINA, CHAIR:** ALL RIGHT. NEXT, TO THE BUSINESS OF THE
8 DAY. MS. BURKE, WE'LL BEGIN WITH YOUR SPECIALS.

9

10 **SUP. BURKE:** I THINK WE HAVE A NUMBER OF PEOPLE HERE ON 61-A,
11 SOME OF WHOM I KNOW ARE PEOPLE WHO PROBABLY SHOULD BE OTHER
12 PLACES, SO I'D LIKE TO-- WELL, FIRST, LET ME GIVE MY
13 ADJOURNMENTS. I MOVE THAT WHEN WE ADJOURN, WE ADJOURN IN
14 MEMORY OF BONNIE LEE MARTIN, WHO PASSED AWAY ON APRIL 7TH AT
15 THE AGE OF 74. SHE SERVED IN THE MUNICIPAL COURT AND SUPERIOR
16 COURT IN LOS ANGELES FOR MORE THAN 20 YEARS UNTIL SHE RETIRED
17 IN 1990. FOR THE LAST 14 YEARS, SHE'S BEEN A PARTNER AT
18 JUDICIAL ARBITRATION MEDIATION-- MEDIATION SERVICES IN LOS
19 ANGELES. SHE'S SURVIVED BY HER HUSBAND, ATTORNEY ARTHUR L.
20 MARTIN, A DAUGHTER, ERICA, WHO IS ALSO AN ATTORNEY, A GRANDSON
21 AND THREE SIBLINGS. AND AL LUCAS, LINEMAN FOR THE LOS ANGELES
22 AVENGERS ARENA FOOTBALL TEAM WHO PASSED AWAY SUNDAY AFTERNOON
23 AT THE AGE OF 26 AFTER SUSTAINING AN APPARENT SPINAL CORD
24 INJURY WHILE TRYING TO MAKE A TACKLE EARLY IN THE GAME AT
25 STAPLES CENTER. HE WAS A DEVOTED HUSBAND, FATHER AND OFF



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1 SEASON COACH TO STUDENTS AT NORTHEAST HIGH SCHOOL IN MAITLAND,
2 GEORGIA, WHERE HE LIVED. HE LEAVES TO CHERISH HIS MEMORY HIS
3 WIFE AND A DAUGHTER. AND FREDERICK G. BRANCH, FIRST AFRICAN-
4 AMERICAN OFFICER OF THE U.S. MARINE CORPS WHO PASSED AWAY
5 SUNDAY, APRIL 10TH, AT THE AGE OF 82. HE WAS ONE OF 20,000
6 BLACK MARINES TO SERVE IN WORLD WAR II AND EARNED HIS SECOND
7 LIEUTENANT BARS IN 1945. HE WAS HONORED AS A PIONEER IN
8 INTEGRATION BY THE MARINE CORPS IN 1997 AND NAMED A TRAINING
9 BUILDING AFTER HIM AT MARINE OFFICERS CANDIDATE SCHOOL AT
10 QUANTICO, VIRGINIA, BASE, WHERE HE WILL BE BURIED WITH FULL
11 MILITARY HONORS. HE WAS WIDOWED IN 2000 UPON THE DEATH OF HIS
12 WIFE OF 55 YEARS, CAMILLA. HE IS SURVIVED BY TWO BROTHERS,
13 WILLIAM AND FLOYD.

14

15 **SUP. MOLINA, CHAIR:** SO ORDERED ON THOSE ADJOURNMENTS.

16

17 **SUP. BURKE:** I WOULD LIKE TO START OFF WITH 61-A.

18

19 **SUP. MOLINA, CHAIR:** MS. BURKE, IF YOU DON'T MIND, IF WE COULD
20 DO 61-A AND PROBABLY 13 TOGETHER, IT PROBABLY WOULD MAKE A LOT
21 OF SENSE.

22

23 **SUP. BURKE:** CERTAINLY. WELL, I WOULD LIKE TO DO 61-A FIRST.

24



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1 **SUP. MOLINA, CHAIR:** NO, I DON'T MIND DOING IT FIRST BUT LET'S
2 DO THE OTHER ONLY BECAUSE I THINK THEY'RE WITHIN CONTEXT. MANY
3 OF THE PEOPLE WHO WANT TO ADDRESS IT WANT TO ADDRESS BOTH OF
4 THEM.

5

6 **SUP. BURKE:** OKAY. ALL RIGHT. I THINK WE SHOULD START OFF WITH
7 THE DEPARTMENT, WHICH WOULD BE APPROPRIATE AT THIS POINT.

8

9 **SUP. MOLINA, CHAIR:** OKAY. YOU WANT TO ASK THE DEPARTMENT TO
10 COME UP ON THIS ITEM FIRST?

11

12 **SUP. BURKE:** YES, PLEASE.

13

14 **SUP. MOLINA, CHAIR:** ALL RIGHT. DR. GARTHWAITE.

15

16 **SUP. BURKE:** AND ALSO, DO WE HAVE ANYONE FROM NAVIGANT HERE? I
17 THINK IT WOULD BE HELPFUL TO HAVE THEM.

18

19 **SUP. MOLINA, CHAIR:** IF ANYONE IS HERE FROM NAVIGANT. ALL
20 RIGHT.

21

22 **SUP. YAROSLAVSKY:** 61-A AND Q3.

23

24 **SUP. MOLINA, CHAIR:** IT'S 61-A AND NUMBER 13 ARE PRETTY MUCH
25 RELATED SO THAT'S WHAT...



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1

2 **SUP. BURKE:** AND, BEFORE WE START, I DO HAVE AN AMENDMENT TO
3 IT. DIRECT THE DIRECTOR OF HEALTH SERVICE TO WORK IN
4 COLLABORATION WITH DREW UNIVERSITY AND NAVIGANT TO DEVELOP AND
5 IMPLEMENT A PLAN THAT INCLUDES SPECIFIC GOALS AND TIME TABLES
6 TO ADDRESS ISSUES RELATING TO RESIDENT OVERSIGHT AND
7 SUPERVISION THAT WILL ENSURE THAT MEDICAL SERVICES ARE
8 PROVIDED CONSISTENT WITH COMMUNITY STANDARDS OF CARE. DO YOU
9 HAVE OBJECTION TO THAT?

10

11 **SUP. YAROSLAVSKY:** I'M GOING TO HAVE SOME QUESTIONS ABOUT IT.
12 MAYBE AFTER DR. GARTHWAITE GETS IN, BECAUSE I'M NOT SURE HOW
13 IT JIVES. IT MIGHT BE BETTER TO BRING IT IN SEPARATELY, WHICH-
14 - BUT I DON'T THINK IT'S AN AMENDMENT TO MY MOTION IS, IN A
15 WAY, INCONSISTENT WITH IT BUT WE'LL GET INTO THAT LATER.

16

17 **SUP. MOLINA, CHAIR:** SURE. ALL RIGHT. DR. GARTHWAITE, WOULD YOU
18 KIND OF GIVE US A REPORT ON THESE TWO ITEMS, THE TWO ISSUES
19 THAT ARE BEFORE US?

20

21 **SUP. BURKE:** I'M SURE YOU'VE READ THIS MOTION AND I WOULD THINK
22 THAT SOME OF THE INFORMATION, YOU ALREADY HAVE HAD AN
23 OPPORTUNITY TO REVIEW IN TERMS OF WHAT YOUR PLAN IS IN TERMS
24 OF THE HOSPITAL. AND I PARTICULARLY HAVE ONE QUESTION THAT WAS
25 ASKED OF ME I'D LIKE TO REALLY ASK. WE HAVE A SYSTEM AND WE



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1 HAVE MANY HOSPITALS, WE HAVE HOSPITALS THAT ARE DOING VERY,
2 VERY WELL. THE QUESTION THAT WAS ASKED OF ME IS WHY WE DON'T
3 HAVE A ROTATION OF SOME OF THOSE PEOPLE WHO ARE IN CHARGE AT
4 SOME OF THOSE OTHER HOSPITALS WHO HAVE BEEN ABLE TO MAINTAIN
5 THE HOSPITAL AT A HIGH LEVEL. WHY WE DON'T HAVE A ROTATION
6 WITHIN THE SYSTEM TO MAKE IT POSSIBLE FOR EACH HOSPITAL, IF IT
7 HAS A PROBLEM, TO BE ABLE TO CALL ON THOSE PEOPLE WHO HAVE THE
8 EXPERTISE.

9

10 **DR. THOMAS GARTHWAITE:** I THINK WE HAVE USED PHYSICIANS FROM
11 OTHER HOSPITALS OCCASIONALLY TO REVIEW SPECIFIC CASES, TO
12 PROVIDE CONSULTATION, TO WORK IN ROTATION OF RESIDENTS, BOTH
13 IN AND OUT OF KING DREW MEDICAL CENTER, SO WE HAVE USED THE
14 OTHER FACILITIES TO SOME DEGREE. CERTAINLY, A YEAR OR SO AGO
15 WHEN WE POLLED MANAGEMENT EXPERTISE, WE DID BRING INDIVIDUALS
16 TO KING DREW FROM OTHER FACILITIES TO HELP OUT. WE HAVE NOT
17 SPECIFICALLY ASKED, LIKE, LEADERS FROM OTHER FACILITIES, MANY
18 OF WHOM HAVE BEEN CERTAINLY CHALLENGED FOR THE RECENT JOINT
19 COMMISSION ACCREDITATION VISITS AND OTHER THINGS, TO GO INTO
20 KING DREW. I'D BE VERY HAPPY TO LOOK AT THAT, SPECIFICALLY
21 WHERE WE MIGHT BE ABLE TO FIND SOME EXPERTS TO GO IN. WE WOULD
22 HAVE TO GET THEM, IF THEY'RE GOING TO DELIVER CLINICAL CARE,
23 WE'RE GOING TO HAVE TO GET THEM CREDENTIALLED THROUGH THE
24 PROFESSIONAL STAFF ASSOCIATION.

25



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1 **SUP. BURKE:** I ALSO WONDER, ARE YOU SATISFIED WITH THE PACE AND
2 WITH WORKING WITH NAVIGANT? OR WHAT DO YOU SEE AS THE
3 TIMETABLE OF NAVIGANT BEING ABLE TO MOVE FORWARD?

4

5 **DR. THOMAS GARTHWAITE:** WELL, I THINK NAVIGANT IS MOVING
6 FORWARD. LAST NIGHT, AT THE FIRST HOSPITAL ADVISORY BOARD
7 MEETING, THEY REVIEWED SOME OF THEIR TIME FRAMES, THE NUMBER
8 OF DELIVERABLES THAT THEY'RE ON TARGET WITH, THE SPECIFIC
9 DELIVERABLES THEY'RE NOT ON TARGET WITH, THAT THEY ARE
10 TRACKING MORE CLOSELY. MOST OF THOSE ARE ISSUES OF PLANT
11 MAINTENANCE AND OTHER THINGS. BUT, CLEARLY, YOU KNOW, THEY'RE
12 MAKING PROGRESS. IS IT FAST ENOUGH? I THINK IT WILL NEVER BE
13 FAST ENOUGH IF WE DETECT PATIENTS WHO HAVE HAD A LESS THAN A
14 PERFECT TREATMENT COURSE, SO I THINK-- I'M ANXIOUS TO MAKE IT
15 AS FAST AS HUMANLY POSSIBLE, AS ARE YOU. SO I THINK THEY'RE
16 MAKING SIGNIFICANT PROGRESS. IT'S A TREMENDOUS AMOUNT OF WORK.
17 THERE IS A TREMENDOUS NUMBER OF THINGS THAT THEY'RE DOING
18 SIMULTANEOUSLY BUT I THINK THERE IS PROGRESS.

19

20 **SUP. BURKE:** WELL, IF I READ THIS MOTION AS I'M READING IT, MY
21 READING OF IT SEEMS TO INDICATE THE QUESTION TO YOU IS TO LOOK
22 AT THE HOSPITAL AND TO DETERMINE WHETHER OR NOT IT SHOULD
23 CONTINUE AS A TEACHING HOSPITAL OR, AT THIS POINT, DO YOU
24 BELIEVE THAT IT SHOULD BE-- AND I-- IT DOESN'T SAY CLOSED BUT
25 WHAT IT DOES SEEM TO SAY IS TO CHANGE IT TO A DIFFERENT KIND



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1 OF HOSPITAL. HAVE YOU, AT THIS POINT, ANY KIND OF
2 DETERMINATION ON THAT?

3

4 **DR. THOMAS GARTHWAITE:** NO. I THINK THAT WE HAVE LOOKED AT THE
5 ARRAY OF SERVICES AT THAT FACILITY. THERE ARE SOME SPECIFIC
6 THINGS THAT I THINK WE WILL NEED TO REVIEW NOW THAT IT IS NO
7 LONGER A TRAUMA CENTER, WHETHER OR NOT WE NEED TO MAINTAIN
8 SOME OF THE SERVICES WE WERE MAINTAINING SIMPLY BECAUSE IT WAS
9 A TRAUMA CENTER. YOU KNOW, YOUR BOARD HAS ASKED US TO AT LEAST
10 LOOK AT WHEN IS IT POSSIBLE TO REOPEN IT AS A TRAUMA CENTER.
11 SO WE HAVE TO MAKE A HARD DECISION AS TO HOW WE MAINTAIN THOSE
12 PROGRAMS THAT ARE THERE BECAUSE IT'S A TRAUMA CENTER BETWEEN
13 THE TIME THAT NOW, WHEN IT IS A TRAUMA CENTER, WHEN IT MIGHT
14 BECOME IN THE FUTURE. I WOULD LIKE TO JUST SAY, IN TERMS OF
15 DREW UNIVERSITY, I THINK THEY HAVE RESTRUCTURED THEIR BOARD IN
16 A VERY SIGNIFICANT WAY. BUT WHAT WE NEED TO NOW KNOW IS WHAT
17 DECISIONS DOES THIS NEWLY STRUCTURED BOARD TAKE. AND I HAVE
18 HAD, I THINK, VERY FRANK DISCUSSIONS WITH MEMBERS OF THE BOARD
19 AND WITH THE ACTING PRESIDENT OF DREW THAT THE KEY PART NOW IS
20 TO GET AS MUCH STABILITY AND LEADERSHIP AT BOTH INSTITUTIONS.
21 WE NEED A STABLE C.E.O. AND MANAGEMENT TEAM AT KING DREW
22 MEDICAL CENTER AND WE NEED A PERMANENT PRESIDENT, A STABLE
23 PRESIDENT TO LEAD FORWARD AT DREW UNIVERSITY. WITHOUT THOSE
24 TWO IN A VERY SHORT PERIOD OF TIME, I THINK THAT WE'RE IN
25 SIGNIFICANT JEOPARDY OF NOT BEING ABLE TO SAVE EITHER



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1 INSTITUTION. WE NEED THAT STABLE LEADERSHIP. THE EXTRA
2 CHALLENGE TO ALL THIS, OF COURSE, IS RECRUITING STABLE SKILLED
3 LEADERSHIP TO A VERY TROUBLED, UNSTABLE SITUATION. SO THE MOST
4 IMPORTANT THING I THINK WE COULD DO TO STABILIZE BOTH
5 INSTITUTIONS FOR THE LONG TERM IS TO GET, AS QUICKLY AS
6 POSSIBLE STRONG LEADERSHIP, WHATEVER THAT TAKES.

7

8 **SUP. BURKE:** THAT ADVISORY GROUP THAT MET LAST NIGHT, DID THEY
9 HAVE ANY SUGGESTIONS THAT THEY MADE TO YOU IN TERMS OF
10 LEADERSHIP AND THE POTENTIAL OF GETTING STABLE LEADERSHIP?

11

12 **DR. THOMAS GARTHWAITE:** WELL, THIS IS THE FIRST MEETING OF THE
13 ADVISORY BOARD. IT CAN ONLY DISCUSS-- IT HAS THE BROWN ACT IT
14 HAS TO ADHERE TO, SIMILAR TO THIS BODY, AND SO IT COULD ONLY
15 SPEAK TO AGENDAIZED ISSUES. THE ISSUE OF A SINGLE EXECUTIVE
16 OVER BOTH INSTITUTIONS WAS RAISED AND WILL BE ON THE AGENDA
17 FOR THE NEXT MEETING, WHICH WILL BE NEXT MONTH, I GUESS.

18

19 **SUP. BURKE:** DID THEY ESTABLISH A GROUP THAT WILL HAVE SOME
20 ABILITY TO LOOK AT THE CASES WE'VE BEEN READING ABOUT IN THE
21 NEWSPAPER?

22

23 **DR. THOMAS GARTHWAITE:** EVEN BEFORE ADOPTING FORMAL BYLAWS, THE
24 GROUP ESTABLISHED A QUALITY COMMITTEE AND WE ANTICIPATE THEY



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1 WILL DO WORK THAT-- THE GROUP ANTICIPATES THAT THEY WOULD DO
2 WORK BEFORE THE NEXT MEETING.

3

4 **SUP. BURKE:** I WOULD LIKE TO HAVE A CHANCE LATER TO ADDRESS THE
5 ISSUES THAT ARE RAISED IN 13.

6

7 **SUP. KNABE:** MADAM CHAIR, COULD I JUST FOLLOW UP ON ONE
8 QUESTION SUPERVISOR BURKE ASKED JUST ABOUT...?

9

10 **SUP. MOLINA, CHAIR:** IF YOU ONLY HAVE ONE QUESTION BECAUSE THEN
11 SUPERVISOR YAROSLAVSKY...

12

13 **SUP. KNABE:** YEAH. YOU MADE THE COMMENT ABOUT THEIR NEXT
14 MEETING BEING NEXT MONTH OR NEXT WEEK?

15

16 **SUP. MOLINA, CHAIR:** NEXT MONTH.

17

18 **DR. THOMAS GARTHWAITE:** I BELIEVE THE NEXT MEETING IS SET FOR
19 MAY THE 9TH.

20

21 **SUP. MOLINA, CHAIR:** MAY 9TH. SUPERVISOR YAROSLAVSKY?

22

23 **SUP. YAROSLAVSKY:** MADAM CHAIR, I BROUGHT THIS MOTION IN NOT
24 TO-- JUST LET ME CLARIFY SOMETHING MS. BURKE SAID. IT WAS NOT
25 INTENDED TO LIMIT IT TO A DISCUSSION OF MAKING IT INTO A



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1 COMMUNITY HOSPITAL AND ENDING THE TEACHING HOSPITAL
2 RELATIONSHIP. I BELIEVE THAT'S WHAT'S CONTAINED IN MOTION 13.
3 MY MOTION SPEAKS FOR ITSELF AND IT DOESN'T PUT ANY LIMIT ON
4 WHAT YOU-- WHAT THE DIRECTOR IS BEING ASKED TO DO AND THAT
5 WOULD BE NOT LIMITED TO SEVERING THE RELATIONSHIP WITH THE
6 UNIVERSITY, TURNING IT INTO A COMMUNITY HOSPITAL OR, IF IN THE
7 PROFESSIONAL JUDGMENT-- WHAT IT'S ASKING FOR IS THE
8 PROFESSIONAL JUDGMENT OF THE DIRECTOR OF HEALTH SERVICES, AND
9 THAT WOULD INCLUDE IF HE FELT THE ONLY WAY TO SOLVE THIS
10 ISSUE, TO ADDRESS THIS ISSUE AT THE END OF THE DAY, WAS
11 CLOSURE, IT WOULD INCLUDE THAT, TOO. IT'S NOT EXCLUDING THAT
12 OPTION. I WANT TO MAKE THAT VERY CLEAR. AND THE REASON IS, IT
13 EMANATED FROM OUR CLOSED SESSION MEETING LAST WEEK, WHERE WE
14 DISCUSSED THE OTHER CASES. I'M NOT GOING TO GET INTO THE OTHER
15 CASES BECAUSE OF THE LIABILITY ISSUE BUT THE QUESTION-- IT
16 BEGGED THE QUESTION-- THAT WHOLE DISCUSSION BEGGED THE
17 QUESTION OF HOW LONG SHOULD WE WAIT? WHEN WE ASKED YOU LAST
18 WEEK WHETHER PROGRESS IS BEING MADE, YOU DIDN'T SAY
19 SIGNIFICANT PROGRESS LIKE YOU SAID TODAY. YOU SAID, I DON'T
20 REMEMBER THE WORDS, WE CAN GO BACK AND LISTEN TO THE TAPE BUT
21 IT WAS A MODICUM OF PROGRESS OR SOME PROGRESS BUT SIGNIFICANT
22 WASN'T THE WORD THAT WAS USED. WHEN I ASKED YOU HOW LONG YOU
23 THOUGHT WE COULD WAIT BEFORE WE OUGHT TO MAKE A DETERMINATION
24 WHETHER WE'VE TURNED A CORNER OR NOT, I THINK YOU SAID
25 SOMETHING ON THE ORDER 60 TO 90 MORE DAYS AND THAT WAS OFF THE



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1 TOP OF YOUR HEAD BECAUSE THE QUESTION WAS OFF THE TOP OF MY
2 HEAD AND WE WERE ALL JUST-- I'M NOT GOING TO HOLD YOU TO
3 ANYTHING SPECIFIC BECAUSE IT WAS ALL IN THE SPIRIT OF A CANDID
4 DISCUSSION. THE MOTION THAT I HAVE BEFORE YOU TODAY, BEFORE
5 THE BOARD TODAY, IS TO FORMALLY REQUEST YOU TO GO THROUGH THIS
6 EXERCISE, BECAUSE WE NEED TO KNOW WHAT YOUR PROFESSIONAL
7 JUDGMENT IS AND WE NEED TO KNOW WHAT NAVIGANT'S PROFESSIONAL
8 JUDGMENT IS, TOO. THIS REALLY DIRECTS IT TO YOU, THEY REPORT
9 TO YOU AND I GUESS THEY REPORT TO US, TOO, BUT THEY PRIMARILY
10 REPORT THROUGH YOU TO US AND I WOULDN'T HAVE ANY OBJECTION IF
11 THEY WERE ALSO ASKED TO REPORT BUT YOU'RE THE ONLY ONE WHO IS
12 STATUTORILY ACCOUNTABLE TO THE PEOPLE OF THIS COUNTY. NAVIGANT
13 IS ACCOUNTABLE TO YOU. YOU'RE ACCOUNTABLE TO US. AND WE ARE
14 ACCOUNTABLE TO THE PEOPLE OF THE COUNTY. NOW, HERE'S THE
15 PROBLEM. AND I THINK CANDOR IS THE BEST MEDICINE HERE. WHEN WE
16 MADE THE DECISION THAT WE MADE IN NOVEMBER AND DECEMBER AFTER
17 THE BEILENSEN HEARINGS, WHENEVER IT WAS IN LATE NOVEMBER,
18 EARLY DECEMBER THAT WHEN WE MADE THE DECISION TO MOVE IN THIS
19 DIRECTION, THE STRATEGY WAS TO TRY TO FIX THE HOSPITAL WHILE
20 WE KEPT IT OPEN. I THINK THAT WAS THE RIGHT DECISION TO MAKE
21 AT THE TIME. I DOUBT IF ANY OF US WOULD FEEL ANY DIFFERENTLY
22 ABOUT IT. I STILL TODAY FEEL IT WAS THE RIGHT DECISION TO MAKE
23 AT THE TIME BECAUSE, IF WE CAN FIX IT WHILE WE KEEP IT OPEN
24 AND "FIX IT" IS THE OPERATIVE WORD, THEN WE HAVE A WIN/WIN
25 SITUATION. WE WILL HAVE CONTINUED TO SERVE THE NEEDS OF THE



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1 COMMUNITY, NOT JUST IN HOSPITAL BEDS BUT IN THE EMERGENCY
2 ROOMS AND OTHER ANCILLARY SERVICES WHILE WE BRING THE
3 STANDARDS UP. IF, ON THE OTHER HAND WE CAN'T FIX IT WHILE WE
4 KEEP IT OPEN, TO USE THE METAPHOR OF TRYING TO REBUILD THE
5 ENGINE OF A CORVETTE WHILE IT'S GOING A HUNDRED MILES AN HOUR
6 DOWN THE FREEWAY, IF WE CAN'T DO IT, THEN WE OUGHT TO BE MAN
7 ENOUGH TO SAY IT AND TO TAKE ANOTHER APPROACH, WHATEVER THAT
8 APPROACH IS. AND I DON'T KNOW WHAT IT IS. I'M NOT A PHYSICIAN,
9 I'M NOT A HOSPITAL ADMINISTRATOR. WHETHER IT'S SHUTTING THE
10 WHOLE THING DOWN, WHETHER IT'S SHUTTING DOWN THE HOSPITAL
11 PART, WHETHER YOU CAN SHUT DOWN PART OF IT AND KEEP THE
12 EMERGENCY ROOM OPEN, WHETHER YOU CAN TURN IT INTO AN URGENT
13 CARE CENTER, I DON'T HAVE THE FOGGIEST IDEA BUT YOU DO AND WE
14 PAY YOU BIG MONEY TO GIVE US THAT KIND OF ADVICE. AND IF YOUR
15 ADVICE AT THE ENDS OF THE DAY IS WE'RE MAKING SIGNIFICANT
16 PROGRESS, IF THAT'S WHAT YOU FEEL AFTER YOU'VE GONE THROUGH AN
17 EXERCISE OF ASSESSING WITH NAVIGANT IN COLLABORATION WITH US,
18 THEN I WANT YOU TO PUT THAT DOWN IN WRITING AND WANT TO BE
19 ABLE TO HAVE A BACK AND FORTH AND DEFEND YOUR POSITION LIKE
20 YOU DID WHEN YOU GOT YOUR DEGREES AND LET IT IN PUBLIC, IN
21 OPEN SESSION, SO THAT IT STANDS THE TEST OF RIGOROUS
22 QUESTIONING. AND I THINK THAT'S-- YOU AND US, YOU AND WE OWE
23 THE PUBLIC NOTHING LESS. AND THAT'S THE THING. WE'RE ALL
24 SITTING HERE, IN ONE FORM OR ANOTHER, IN ONE ITERATION OR
25 ANOTHER, WE'RE ALL EXTREMELY FRUSTRATED BY WHAT'S GOING ON.



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1 AND, AT SOME POINT, THE POINT HAS LONG SINCE COME, I HAVE TO
2 ASK THE QUESTION, HOW LONG SHOULD I WAIT? HOW LONG? I ASKED
3 YOU LAST WEEK. I ASKED YOU IN PUBLIC SEVERAL MONTHS AGO, IS
4 THIS HOSPITAL AS SAFE AS OTHERS OR IS IT LESS SAFE THAN
5 OTHERS? YOU SAID IT'S AS THOUGH, IF I REMEMBER YOUR METAPHOR
6 CORRECTLY, IT'S AS THOUGH-- THIS HOSPITAL IS AS THOUGH YOU'RE
7 GOING ON A SLIPPERY ROAD IN THE MOUNTAINS WITHOUT A GUARDRAIL,
8 WHEREAS ALL THE OTHER HOSPITALS HAVE GUARDRAILS. WELL, I'VE
9 BEEN ON SLIPPERY ROADS WITHOUT GUARDRAILS AND THEY GIVE ME
10 HEART PALPITATIONS. I'D RATHER HAVE GUARDRAILS. SO THE
11 QUESTION THAT I ASKED YOU AND THAT THIS MOTION ASKS YOU TO
12 ANALYZE, AND I DON'T KNOW THAT YOU CAN ANALYZE IT TODAY. IF
13 YOU CAN, GREAT, BUT YOU DIDN'T THINK YOU COULD DO IT LAST WEEK
14 IN SIX DAYS. THE QUESTION IS, YOU'VE GOT TWO CURVES. YOU'VE
15 GOT THE CURVE THAT'S, HOPEFULLY, A DOWN-SLOPING CURVE OF LACK
16 OF STANDARDS, LACK OF ACCOUNTABILITY AND LACK OF COMPETENCE
17 THAT IS CREATING ALL OF THE PROBLEMS-- MANY OF THE PROBLEMS
18 THAT WE ARE DEALING WITH AND WE'RE HOPING THAT THAT CURVE IS
19 GOING TO BE ON THE DOWN SLOPE. AND THEN THE OTHER CURVE IS THE
20 ONE OF INCREASING COMPETENCE, INCREASING ACCOUNTABILITY,
21 INCREASING STANDARDS, IMPROVEMENT, LIGHT AT THE END OF THE
22 TUNNEL AND WE HOPE THAT THAT CURVE IS ON THE UP-SLOPE. NOW THE
23 QUESTION IS, WHEN ARE THOSE TWO CURVES GOING TO CROSS AND HOW
24 LONG SHOULD WE WAIT UNTIL THEY CROSS? THAT WAS THE QUESTION I
25 ASKED YOU LAST WEEK AND YOU SAID 60 TO 90 DAYS, MAYBE IT'S 90



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1 TO 120 DAYS. MAYBE IT'S A YEAR. I DON'T KNOW WHAT IT IS BUT WE
2 CAN'T WAIT FOREVER. AND TO PARAPHRASE POTTER STEWART, I CAN'T
3 DEFINE OBSCENITY BUT I KNOW IT WHEN I SEE IT. I CAN'T DEFINE A
4 DISASTER BUT I KNOW IT WHEN I SEE IT. AND I SEE A DISASTER.
5 AND ALL I'M ASKING YOU TO DO IS GIVE US SOME KIND OF A
6 PROFESSIONAL ASSESSMENT. IF YOU BELIEVE THAT WE CAN CONTINUE
7 TO DO THIS JOB AT THIS PACE OR IF YOU THINK WE CAN ACCELERATE
8 THE PACE, TELL US WHY AND TELL US HOW. IF YOU DON'T, I WANT
9 YOU TO TELL US THAT, TOO. AND I'M NOT-- MR. ANTONOVICH'S
10 MOTION IS ONE PIECE OF THIS, AND HE'S TAKEN IT TO ONE LEVEL.
11 I'M TAKING IT-- LET'S TAKE A LOOK AT THE WHOLE DAMN THING.
12 AND, IF IT'S NOT FIXABLE, THEN THE SOONER WE ADMIT TO THAT, WE
13 CAN GET ON WITH TRYING TO FIX IT IN THE ONLY OTHER WAY WE KNOW
14 HOW, WHATEVER THAT WAY IS, WITH YOURS AND OUR CONSULTANTS'
15 INPUT. SO THAT'S WHAT THIS IS ABOUT. I WANT TO JUST-- YOU
16 KNOW, I KNOW WHEN-- I DON'T THINK I SPEAK OUT OF SCHOOL, EVERY
17 MEMBER OF THIS BOARD HAS BEEN EXCEEDINGLY PATIENT ABOUT THIS.
18 EVERY MEMBER OF THIS BOARD SUPPORTED THE STRATEGY THAT WE
19 UNDERTOOK LATE LAST YEAR. EVERY ONE OF US WOULD LIKE TO FIX
20 THIS WITHOUT HAVING TO FURTHER CONSTRAIN THE SERVICES THAT ARE
21 PROVIDED AT THE HOSPITAL AND THAT INCLUDES ME. THE LAST THING--
22 - THE SECOND TO THE LAST THING I WANT TO DO IS CLOSE ANY MORE
23 OF THIS FACILITY THAN HAS ALREADY BEEN CLOSED. THE LAST THING
24 I WANT TO DO IS HAVE A FACILITY THAT'S OPEN THAT PUTS THE
25 PUBLIC, OUR CLIENTELE, AT GREATER RISK OF DYING THAN THEY NEED



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1 TO BE COMING INTO OUR HOSPITAL. THAT'S THE LAST THING I WANT.
2 AND I NEED YOU, ALL OF US NEED YOU TO TELL US, GIVE US YOUR
3 BEST MEDICAL PROFESSIONAL, THAT'S THE ONE THING ABOUT YOU WHEN
4 WE HIRED YOU, DR. GARTHWAITE, THAT DIFFERENTIATED YOU FROM
5 YOUR PREDECESSOR, IS THAT YOU WERE NOT ONLY A HOSPITAL-- A
6 HEALTHCARE ADMINISTRATOR, YOU WERE ALSO A MEDICAL DOCTOR, SO
7 WE GOT THE BEST OF TWO WORLDS OUT OF YOU AND I VALUE YOUR
8 MEDICAL JUDGMENT. I MAY NOT VALUE YOUR-- ANY OF US COULD BE
9 CRITICIZED FOR HOW WE'VE ADMINISTERED THIS PLACE, BUT I VALUE
10 YOUR MEDICAL JUDGMENT. IT'S ALWAYS BEEN SOUND, I THINK YOU'VE
11 ALWAYS GIVEN, AS LATE AS LAST WEEK, WHEN WE GOT INTO SOME OF
12 THE MEDICAL ISSUES, IT WAS SOUND, IT WAS INCISIVE, PERCEPTIVE
13 AND, NO PUN INTENDED, SURGICAL AND I THINK WE NEED THAT, AN
14 EMBELLISHMENT OF THAT AND IF IT TAKES YOU A WEEK OR IF IT
15 TAKES YOU TWO WEEKS, IF IT TAKES YOU TO MAY 10TH, WE NEED THAT
16 KIND OF A THING. AND I JUST WANT SPEAK TO-- THE ONLY PROBLEM I
17 HAVE WITH YOUR AMENDMENT, YVONNE, AND IT CAN BE EASILY FIXED,
18 IS THE PART WHERE IT SAYS THAT DREW UNIVERSITY AND NAVIGANT,
19 THAT THE DEPARTMENT OF HEALTH SERVICES WORK IN COLLABORATION
20 WITH DREW UNIVERSITY AND NAVIGANT TO DEVELOP AND IMPLEMENT A
21 PLAN, ET CETERA, ET CETERA. THAT ASSUMES THAT DREW UNIVERSITY
22 AND NAVIGANT-- I MEAN, I WOULD SAY HAVE THE DIRECTOR WORK WITH
23 THE APPROPRIATE CONSULTANTS AND PERSONNEL TO DEVELOP.
24



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1 **SUP. MOLINA, CHAIR:** BUT WE ALREADY HAVE THIS IN THE TIMETABLE.
2 IT'S ALREADY IN THERE.

3

4 **SUP. YAROSLAVSKY:** THAT'S FINE. THAT'S FINE. I THINK IT'S...

5

6 **SUP. MOLINA, CHAIR:** WE ALREADY HAVE THIS.

7

8 **SUP. YAROSLAVSKY:** IT MAY BE SUPERFLUOUS. I'LL LEAVE THAT TO
9 OTHERS BUT I...

10

11 **SUP. BURKE:** MAY I RESPOND AT ALL?

12

13 **SUP. YAROSLAVSKY:** I THINK IT'S CRITICAL THAT WE HAVE A-- THE
14 MOST IMPORTANT THING TO ME IS THAT WE HAVE A REPORT, AN
15 ANALYSIS FROM YOU ON THIS QUESTION: ARE WE MAKING PROGRESS? IF
16 YOU THINK IT'S SIGNIFICANT, EXPLAIN WHY. IF YOU DON'T THINK
17 IT'S SIGNIFICANT, AT WHAT POINT WOULD YOU SUGGEST TO US IT'S
18 TIME TO RETHINK OUR FIRST STRATEGY? IS THAT 30 DAYS, 60 DAYS,
19 90 DAYS? AND THEN, IF THERE'S GOING TO BE ANOTHER STRATEGY, I
20 THINK IT WOULD BE PRUDENT FOR YOU AND YOUR STAFF TO START
21 THINKING OF ALTERNATIVE STRATEGIES, WHATEVER THEY MAY BE. IT
22 MAY NOT BE SHUTTING THE WHOLE THING DOWN. THERE MAY BE SOME
23 INTERMEDIATE STEPS. I DON'T KNOW. THANK YOU.

24

25 **SUP. MOLINA, CHAIR:** LET'S HAVE DR. GARTHWAITE RESPOND TO THAT.



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1
2 **DR. THOMAS GARTHWAITE:** YES, I'D JUST LIKE TO MAKE A FEW
3 POINTS. FIRST OF ALL, ABSOLUTELY BELIEVE THAT WE HAVE TO PUT
4 UP THE GUARDRAIL SO THAT THE SAFETY MARGIN FOR EVERY PATIENTS
5 IN OUR SYSTEM IS EQUAL. SECONDLY, I'D SAY THAT THERE WAS A
6 HOSPITAL IN WASHINGTON, D.C., D.C. GENERAL, THAT HAD A DEEP
7 ISSUE OF QUALITY ISSUES OVER TIME AND CULTURE AND THEY
8 DETERMINED TO SHUT DOWN THAT HOSPITAL AND PROVIDE A KIND OF
9 HEALTH INSURANCE TO INDIVIDUALS. THE PROBLEM WAS THE HEALTH
10 INSURANCE COMPANY WENT OUT OF BUSINESS AND THERE WAS SEVERAL
11 STUDIES THAT SUGGESTED THAT PATIENTS DIDN'T GET GOOD ACCESS TO
12 CARE AFTER THAT HAPPENED, EVEN THOUGH THERE WAS EVERY ATTEMPT
13 TO TRY TO GET THEM GOOD ACCESS TO CARE AND THAT, YOU KNOW,
14 THERE WERE CASES WHERE THEY FELT PATIENTS SUFFERED FROM THAT.
15 AND THEY'VE ENTERTAINED, EVEN I WAS CALLED BY A CONSULTANT TO
16 TALK ABOUT, THEY WERE ENTERTAINING REBUILDING A HOSPITAL, D.C.
17 GENERAL. SO I WOULD JUST SAY THAT, AS HARD AS THIS IS, IT'S
18 HARD FOR EVERYBODY WHO'S TRYING TO DELIVER CARE WITH AS MANY
19 UNINSURED PATIENTS IN AREAS WHERE IT'S VERY DIFFICULT TO
20 RECRUIT. WE WOULD LIKE TO GET SOME OTHER REVIEWS AND HAVE--
21 DISCUSS OUTSIDE OF THE COUNTY, THE HEALTH DEPARTMENT, WHO
22 MIGHT COME IN AND I DON'T THINK I SHOULD SAY AT THIS POINT IN
23 TIME BUT AT LEAST ONE REGULATORY BODY WE THINK WILL BE
24 VISITING TO GIVE US AN ASSESSMENT OF WHETHER THERE'S BEEN
25 PROGRESS FROM LAST OCTOBER TO TODAY, SO THAT BOTH THE



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1 DEPARTMENT AND YOU WILL HAVE A MORE INDEPENDENT ASSESSMENT OF
2 PROGRESS.

3

4 **SUP. YAROSLAVSKY:** WHEN IS THAT GOING TO HAPPEN?

5

6 **DR. THOMAS GARTHWAITE:** I CAN'T PROMISE FOR THEM BUT SOON, VERY
7 SOON.

8

9 **SUP. BURKE:** MAY I JUST RESPOND?

10

11 **DR. THOMAS GARTHWAITE:** THE-- SORRY. JUST...

12

13 **SUP. MOLINA, CHAIR:** LET HIM FINISH.

14

15 **DR. THOMAS GARTHWAITE:** ONE OF THE HARDEST ISSUES IS THAT WE
16 CAN ASSESS WHETHER OUR STAFF ANSWER QUESTIONS RIGHT, WE CAN
17 SAY WHAT'S THE DOSE OF DIOXIN AND GET BACK AN OBJECTIVE
18 ANSWER. THE HARDEST THINGS TO ASSESS, AND ONE OF THE REASONS
19 WE'VE BEEN TRYING TO FIX THIS HOSPITAL IN PLACE WITHOUT
20 SHUTTING IT DOWN, IS THAT ASSESSING WHETHER SOMEONE HAS, YOU
21 KNOW, THE CULTURE, THE COMMON SENSE, THE SORT OF ETHICS OF THE
22 PROFESSION IS SOMETHING YOU ALMOST HAVE TO DO IN PLACE. AND
23 WE'VE TAKEN-- WE'VE OPENED MORE THAN 400 PERSONNEL ACTIONS OUT
24 OF 2,500 EMPLOYEES. I DON'T KNOW WHETHER WE'RE HALFWAY THERE,
25 TWO-THIRDS OF THE WAY THERE, 90% OF THE WAY THERE BUT I KNOW



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1 WE'VE BEEN WORKING VERY DILIGENTLY, VERY HARD TO FIND
2 INDIVIDUALS WHO ARE WILLING TO STEP UP TO THE PLATE STEP UP TO
3 THE PLATE AND DO THEIR JOBS WELL AND WE'VE TAKEN, I THINK,
4 DECISIVE ACTION IN THAT REGARD. I'D LIKE TO ASSURE YOU AND THE
5 PUBLIC THAT WE'VE DONE SOMETHING DIFFERENT IN TERMS OF THE
6 SUPERVISION ISSUES. WE WERE CONCERNED ABOUT THE CARE IN A
7 COUPLE OF CASES THAT HAVE COME TO PUBLIC ATTENTION THAT THE
8 EVIDENCE OF RESIDENT SUPERVISION, AT LEAST ON THE CHARTS IN
9 THOSE PARTICULAR CASES, COULD HAVE BEEN BETTER. AND SO WHAT WE
10 DID WAS WE'VE NOW PUT OUT A POLICY THAT WE ARE GOING TO EXCEED
11 THE USUAL REQUIREMENTS, THE NATIONAL STANDARDS, THE KIND OF
12 REQUIREMENTS THAT EVERYONE'S TRYING TO ADHERE, WE'RE GOING TO
13 AIM TO EXCEED THOSE BETWEEN NOW AND THE TIME THE JOINT
14 COMMISSION, THE C.M.S. AND A.C.G.M.E. ARE ALL RESTORED, SO OUR
15 EFFORT IS TO NOT JUST MEET THE MINIMUM STANDARD; OUR EFFORT IS
16 TO EXCEED IT. SO IF ROUNDS ARE TYPICALLY MADE ONCE A DAY, WE
17 MIGHT DEMAND ON HIGH-RISK PATIENTS THAT THERE'S DOCUMENTATION
18 THAT THEY'RE MADE TWICE A DAY AND THEN WE'RE GOING TO AUDIT
19 THOSE MORE CAREFULLY. SO I THINK THAT'S AN EFFORT TO REALLY
20 TARGET, YOU KNOW, AT LEAST WHERE WE THINK THERE'S STILL A
21 WEAKNESS IN CARRYING OUT SUPERVISION. SO I JUST WANTED TO MAKE
22 THOSE POINTS.

23

24 **SUP. MOLINA, CHAIR:** LET ME JUST-- EXCUSE ME. LET ME ASK SOME
25 QUESTIONS. I APPRECIATE THAT MR. YAROSLAVSKY HAS CLARIFIED HIS



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1 MOTION. I DIDN'T UNDERSTAND IT WHEN I RECEIVED IT AND I'M NOT
2 SO SURE THAT DR. GARTHWAITE UNDERSTANDS IT COMPLETELY, EITHER.
3 ONE THING THAT SUPERVISOR YAROSLAVSKY SAID IS WE'RE ALL
4 FRUSTRATED. THIS IS A VERY PERPLEXING SITUATION THAT WE'RE IN.
5 I FEEL THAT I'VE EXHAUSTED EVERY SINGLE REMEDY AVAILABLE TO
6 ME, EVERY SINGLE REMEDY THAT IS AVAILABLE TO ME TO PUT A FIX
7 IN PLACE AND I'M NOT SO SURE WHAT SUPERVISOR YAROSLAVSKY'S
8 MOTION PUTS BEFORE US BECAUSE MY CONCERN IS THAT IT CANNOT
9 INCLUDE THE CLOSING OF THE HOSPITAL. THAT JUST ISN'T POSSIBLE.
10 NOT IN LIGHT OF THE PATIENTS THAT ARE THERE, NOT IN LIGHT OF
11 THE PATIENT NEEDS IN THAT COMMUNITY. THERE ISN'T AN OVERLOAD
12 THAT L.A. COUNTY U.S.C. COULD TAKE ON, THERE'S NOT ENOUGH BEDS
13 AT L.A. COUNTY U.S.C., THERE'S NO WAY THAT HARBOR COULD TAKE
14 ON THESE PATIENTS AND ABSOLUTELY NO WAY THAT THEY COULD BE
15 PART OF THE OLIVE VIEW COMMUNITY EITHER. SO THAT CAN'T BE AN
16 OPTION. YET, AT THE SAME TIME, I UNDERSTAND THE FRUSTRATION OF
17 SUPERVISOR YAROSLAVSKY BECAUSE HE FEELS PROBABLY AS I DO THAT
18 WE'VE PUT EVERY SINGLE REMEDIAL ACTION IN PLACE AND SO NOW
19 YOU'RE ASKED TO EVALUATE HOW HAVE THOSE ACTIONS RESPONDED.
20 YOU'RE TELLING US EVEN TODAY, "GUESS WHAT, WE'RE PUTTING IN A
21 NEW POLICY THAT REQUIRES A HIGHER STANDARD OF REVIEW." AND
22 YET, AT THE SAME TIME, WE HAVE POLICIES THAT HAVE BEEN PUT IN
23 PLACE OVER AND OVER AND OVER AGAIN AND YOU HAVE THE MOST
24 OBSTINATE SET OF DOCTORS, RESIDENTS, NURSES, JANITORS,
25 MANAGEMENT, ADMINISTRATORS WHO ARE NOT PAYING ATTENTION TO ONE



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1 RULE WE PASS AROUND HERE. AND SO THAT DOESN'T CREATE A REMEDY
2 FOR ME. WE COULD PASS RULES ALL DAY LONG AND WE HAVE PEOPLE,
3 WHETHER THEY BE NURSES, WHETHER THEY BE ATTENDING PHYSICIANS,
4 WHETHER THEY BE CHAIRS OF DEPARTMENTS, WHO IGNORE US EVERY
5 SINGLE MOMENT OF THE DAY. THEY IGNORE US. THEY IGNORE THE
6 COMMUNITY. THEY IGNORE THEIR OWN ETHICAL RESPONSIBILITY TO
7 PATIENT CARE. AND SO I'M SUPPOSED TO TRUST THAT ANOTHER REVIEW
8 IN THE NEXT COUPLE OF WEEKS ARE GOING TO LAY OUT A NEW SET OF
9 REMEDIAL ACTIONS? I MEAN, I CAN DISCIPLINE PEOPLE ALL DAY LONG
10 AND, BELIEVE ME, I'M CAPABLE OF DOING IT BUT I DON'T KNOW THAT
11 THAT'S GOING TO GET THEM TO GO. IF THEY DON'T HAVE A BASELINE
12 OF PROFESSIONALISM, IF THEY DON'T HAVE A BASELINE OF MEDICAL
13 ETHICS, IF THEY DON'T HAVE A BASELINE OF COMMITMENT TO THE
14 COMMUNITY, YOU KNOW, I'M NOT SURE WHAT REMEDY COULD BE PUT IN
15 PLACE. I MEAN, DO WE CLOSE THE PLACE FOR A DAY, FIRE
16 EVERYBODY'S BEHIND AND THE NEXT DAY, START OVER AND HIRE
17 EVERYONE? WE MIGHT BE ABLE TO DO THAT. IF THAT'S WHAT IT
18 TAKES. BUT I AM VERY, VERY CONCERNED, EVEN WITH THIS MOTION,
19 THAT ALL I'M DOING IS GOING TO ANOTHER LEVEL OF REMEDIAL
20 ACTIONS AND, UNFORTUNATELY, EVEN WHAT YOU PRESENTED AT THIS
21 MOMENT TELLS ME THAT, "GUESS WHAT, WE'RE IMPLEMENTING A NEW
22 HIGHER STANDARD OF CARE, A NEW PROTOCOL, A NEW POLICY. THE
23 DOCTORS ARE NOW GOING TO MAKE THE ROUNDS REGULARLY." WHO'S
24 GOING TO FORCE THEM TO DO IT? ANESTHESIOLOGISTS DON'T RESPOND
25 TODAY. WHO'S GOING TO SIT THERE? SO, DR. GARTHWAITE, THE ONLY



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1 THING I WOULD ACCEPT FROM SUPERVISOR YAROSLAVSKY'S MOTION THAT
2 WOULD BE ACCEPTABLE TO ME, AND THAT'S IN PLACE OF MYSELF DOING
3 IT, IS ASKING YOU TO ROLL UP YOUR SLEEVES, PARK YOURSELF
4 THERE, GET YOURSELF AN OFFICE, SOME GOOD WALKING SHOES AND ASK
5 YOU TO MAKE THE ROUNDS EVERY SINGLE DAY. THIS IS CRISIS
6 MANAGEMENT. WE ARE IN A CRISIS. THERE IS NO WAY THAT, FROM THE
7 DOWNTOWN OFFICE, YOU CAN MAKE A PRONOUNCEMENT. THERE IS NO WAY
8 THAT EVEN NAVIGANT CAN MAKE A PRONOUNCEMENT. I AM HEARING OF
9 THESE PROBLEM DEATHS NOT BY YOU, NOT BY NAVIGANT, NOT BY
10 ANYONE IN THE DEPARTMENT OF HEALTH SERVICES; I'M HEARING IT
11 FROM "THE LOS ANGELES TIMES." THAT'S PATHETIC FOR US. WE HAVE
12 A MECHANISM IN PLACE, WE ARE TOLD, THAT THEY'RE GOING TO
13 REVIEW THESE THINGS. IF "THE L.A. TIMES" DOESN'T TELL US AND
14 WE DON'T TELL YOU AND YOU DON'T TELL NAVIGANT, THESE
15 UNFORTUNATE SITUATIONS WOULD NOT EVEN BE INVESTIGATED UNTIL
16 POTENTIALLY THERE'S A LAWSUIT AND THEN WE ARE FORCED TO DO SO.
17 SO I WILL ONLY ACCEPT SUPERVISOR YAROSLAVSKY'S MOTION IF I
18 KNOW YOU'RE GOING TO BE THERE. OTHERWISE, WITH ALL DUE
19 RESPECT, YOUR RECOMMENDATIONS WOULD BE MEANINGLESS TO ME.

20

21 **DR. THOMAS GARTHWAITE:** YEAH, I'D BE HAPPY TO GO TO KING DREW
22 MORE OFTEN THAN I DO. I ALREADY GO THERE MANY MORE TIMES THAN
23 I GO ANY OTHER FACILITIES BUT I'D BE MORE THAN HAPPY TO DO
24 THAT.

25



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1 **SUP. MOLINA, CHAIR:** I SAID PARK YOURSELF THERE, TAKE YOUR
2 SCHEDULE, TEAR IT UP, AND SPEND EVERY MOMENT THAT YOU'RE
3 WORKING FOR US WORKING ON SOLVING THE CRISIS AT KING. [
4 APPLAUSE]

5

6 **SUP. MOLINA, CHAIR:** THAT'S WHAT I'M ASKING. I DON'T KNOW WHAT
7 ELSE TO DO. AND IT JUST CAN'T BE A REPORT THAT I MIGHT ACCEPT
8 IN THIS NEXT COUPLE OF DAYS. IT'S A CRISIS SITUATION. IT HAS
9 TO BE RESOLVED. AND IF YOU COME BACK AND YOU TELL ME, "I NEED
10 TO CLOSE DOWN FOR A DAY, I'M GOING TO FIRE EVERYBODY'S BEHIND,
11 NEXT DAY I'LL BE HIRING EVERYONE WHO SHOULD BE THERE, I'M
12 GOING TO KILL OFF THE AFFILIATION WITH DREW, I'LL GET MAKE IT
13 A COMMUNITY HOSPITAL AND I'M GOING TO HIRE DOCS." IF YOU'RE
14 GOING TO TELL ME THAT I CAN FIX THE FOLLOWING THINGS.
15 HOPEFULLY, YOU'RE GOING TO TELL ME IN WHAT KIND OF A TIME
16 FRAME I CAN DO IT. IF YOU'RE GOING TO TELL ME I'VE GOT TO GET
17 RID OF NAVIGANT, THAT THEY'RE NOT THE TURNAROUND ARTISTS THAT
18 THEY PROMISED TO BE OR IF YOU'RE GOING TO TELL ME I NEED TO UP
19 THE CONTRACT FOR NAVIGANT, I WANT YOU TO BE ABLE TO TELL ME
20 FROM HANDS-ON ACCESS AND CONTRIBUTIONS AND TALKING TO PEOPLE
21 AND DIALOGUING. I WILL ACCEPT YOUR RECOMMENDATIONS IF THEY ARE
22 DONE FROM THE VERY BASE OF THE PROBLEM AND THAT IS AT KING
23 HOSPITAL ITSELF.

24

25 **DR. THOMAS GARTHWAITE:** UNDERSTOOD.



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1

2 **SUP. YAROSLAVSKY:** GLORIA, CAN I SAY SOMETHING ON YOUR POINT,
3 ON CLOSING FOR A DAY? WHEN I SAY "CLOSE," THAT'S WHAT I MEAN,
4 IS SUFFICIENT TIME TO CLEAN HOUSE AND THEN RECONSTRUCT, NOT TO
5 CLOSE IT PERMANENTLY AND I'M NOT EVEN SUGGESTING THAT THAT'S
6 WHERE WE ARE BUT I'M SUGGESTING THAT YOU NOT BE PRECLUDED FROM
7 ASSESSING THAT AS AN OPTION, AND THAT'S ALL I'M SAYING, IS I
8 DON'T THINK WE'RE-- AND I DON'T DISAGREE WITH YOUR OTHER
9 COMMENTS, EITHER, BUT I JUST WANTED TO CLARIFY THAT ONE POINT.

10

11 **SUP. BURKE:** AND I'D LIKE TO ALSO CLARIFY ONE THING. I
12 MISUNDERSTOOD YOU WHEN YOU STARTED TALKING BECAUSE, WHEN YOU
13 SAY "CLOSING," IT'S VERY DIFFICULT TO DO A CLOSING OF A
14 HOSPITAL FOR ONE DAY. BEFORE THAT HOSPITAL WAS THERE...

15

16 **SUP. YAROSLAVSKY:** I DIDN'T SAY ONE DAY.

17

18 **SUP. BURKE:** OR ONE WEEK.

19

20 **SUP. YAROSLAVSKY:** AND I THINK MS. MOLINA WAS USING IT
21 PROVERBIALY NOT...

22

23 **SUP. BURKE:** YEAH, BUT I THINK IT'S VERY DIFFICULT TO CLOSE...

24

25 **SUP. YAROSLAVSKY:** BUT I THINK YOU MIGHT HAVE TO...



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1
2 **SUP. BURKE:** MAY I FINISH?! YOU KNOW, IT'S VERY DIFFICULT TO
3 TALK ABOUT THESE CLOSING OPTIONS. WHEN THAT HOSPITAL WAS NOT
4 THERE, I WANT TO REMIND EVERYONE, THERE WAS A WHOLE CADRE OF
5 SMALL COMMUNITY HOSPITALS THAT SERVED THE PEOPLE OF THAT AREA.
6 ALL OF THOSE WENT OUT OF BUSINESS. WHEN MEDI-CAL CHANGED, YOU
7 DON'T HAVE A DOMINGUEZ HILLS HOSPITAL THAT WAS OVER THERE, YOU
8 DON'T HAVE MAIN STREET CLINIC AND ALL OF THOSE HOSPITALS THAT
9 WERE THERE. WHAT HAPPENED IS THAT THE ECONOMICS OF IT AND
10 WHOLE CHANGE IN TERMS OF MEDI-CAL, THEY ARE NOT THERE ANY
11 MORE. YOU DON'T HAVE ANY SMALL HOSPITALS TO TAKE CARE OF
12 ANYONE BUT, EVEN WITH ALL THOSE SMALL HOSPITALS, IT WAS
13 OBVIOUS THAT PEOPLE COULD NOT TRAVEL FROM SOUTH CENTRAL LOS
14 ANGELES DOWN TO COUNTY OR TO HARBOR OR TO OLIVE VIEW TO GET
15 THE KIND OF TREATMENT THEY NEEDED. SO LET ME SAY, FIRST OF
16 ALL, IF EVERY TIME "THE LOS ANGELES TIMES" FINDS SOMEONE WHO
17 HAS IDENTIFIED AN ERROR YOU'RE GOING TO COME UP WITH THIS, YOU
18 MIGHT AS WELL PLAN ON DOING IT EVERY MONTH. AND IF YOU DO IT
19 FOR EVERY HOSPITAL IN LOS ANGELES, WHERE THERE IS FIVE ERRORS
20 IN THE COURSE OF SIX MONTHS, YOU'RE GOING TO BE DOING IT EVERY
21 WEEK. THE REALITY IS-- AND I'M SAYING THIS, FIRST OF ALL, I'M
22 WRITING A LETTER TO THE DOCTORS AND I'M BEING JOINED BY ALL
23 THE POLITICAL REPRESENTATIVES IN THAT AREA WHO SAY THIS IS A
24 CRISIS, IT HAS TO BE MET. THE DOCTORS THERE, THE ATTENDING
25 DOCTORS HAVE TO BE ON THE BALL. THEY HAVE TO BE JUST LIKE MY



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1 MOTHER TAUGHT ME TO BE. YOU HAVE TO BE TWICE AS GOOD. SHE
2 ALWAYS SAID TO ME, "YVONNE, YOU'RE NEVER GOING TO GET BY
3 UNLESS YOU'RE TWICE AS GOOD AS EVERYBODY ELSE. YOU'LL NEVER
4 GET THROUGH SCHOOL, YOU'LL NEVER GET A JOB, BECAUSE THAT'S THE
5 REALITY OF LIFE," AND WHEN YOU'RE IN THE KIND OF SITUATION
6 KING IS IN, THEY'RE GOING TO HAVE TO BE TWICE AS GOOD. BUT NOW
7 I'M NOT SAYING THAT THERE'S NOT GOING TO BE SOMEONE WHO IS AN
8 IDIOT AND WHO HAS SOME ERROR AT SOME TIME WHEN YOU'VE GOT
9 2,000 PEOPLE. IT'S GOING TO HAPPEN. BUT THE REALITY IS, YOU
10 HAVE TO DECIDE WHETHER YOU'RE GOING TO THROW THE BABY OUT WITH
11 THE BATHWATER OR ARE YOU GOING TO FIX IT. AND, AS FAR AS I'M
12 CONCERNED, DR. GARTHWAITE, YOU HAVE TO DO EVERYTHING THAT YOU
13 CAN TO FIX THIS HOSPITAL. THERE IS NOTHING THAT PREVENTS YOU
14 FROM DOING WHATEVER IS NECESSARY BUT I'LL TELL YOU THIS, THAT
15 HOSPITAL WILL BE CLOSED OVER MY DEAD BODY. I WANT TO BE CLEAR
16 ON THAT. [SCATTERED APPLAUSE]

17

18 **SUP. BURKE:** AND I WANT TO SAY THAT TO EVERYONE HERE. YOU KNOW,
19 YOU CAN DO WHATEVER YOU WANT...

20

21 **SUP. MOLINA, CHAIR:** MS. BURKE, THAT IS NOT A GOOD STATEMENT.
22 (LAUGHTER)

23

24 **SUP. BURKE:** IT IS-- WELL, BUT IT'S A TRUE STATEMENT. I WANT TO
25 TELL YOU...



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1

2 **SUP. MOLINA, CHAIR:** UNFORTUNATELY, THERE MAY BE MORE TRUTH IN
3 IT THAN YOU...

4

5 **SUP. BURKE:** ...IT'S A TRUE STATEMENT BECAUSE YOU KNOW WHAT? I
6 SUSPECT THAT THE PROBLEMS AT THIS HOSPITAL HAVE ALMOST KILLED
7 OTHER PEOPLE WHO HAVE SAT IN THIS SEAT. BUT YOU KNOW WHAT? I'M
8 WILLING TO SIT HERE BECAUSE, YOU KNOW WHAT, I'M A LITTLE BIT
9 MORE LAID BACK THAN MAYBE SOME PEOPLE ARE IN TERMS OF ISSUES.
10 I DON'T SCREAM A LOT AND I HOPE I'M NOT SCREAMING NOW BUT I
11 WANT TO SAY THIS, CLOSING IS NOT AN OPTION. WE CANNOT SAY THAT
12 WE'RE GOING TO PUT PEOPLE TO DEATH WHERE THEY HAVE NO HOSPITAL
13 AND NO ONE TO TAKE THEM. I'VE TALKED TO THE PEOPLE OF ST.
14 FRANCIS AND THEY TELL ME THEY CANNOT EVEN CONTINUE THE WAY
15 THEY'RE GOING IN TERMS OF THE DEMANDS ON THEM. THE PRIVATE
16 HOSPITALS WILL NOT TAKE THESE PATIENTS. AND SOMETHING ELSE,
17 THEY'RE NOT GOING TO LET STAY FOR 14 DAYS LIKE WE DO AND I'M
18 NOT GOING INTO THE DETAILS OF THESE CASES BUT THEY'RE NOT
19 GOING TO DO THAT. SO I WANT TO BE VERY CLEAR ABOUT WHERE I
20 STAND. I DON'T SEE THE OPTION OF CLOSING. I GAVE YOU THE
21 BENEFIT OF THE DOUBT ON YOUR MOTION. I DIDN'T KNOW WHAT YOU
22 WERE SAYING WAS TO CLOSE THE HOSPITAL BUT I HOPE THAT THAT'S
23 NOT YOUR GOAL.

24



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1 **SUP. YAROSLAVSKY:** MADAM CHAIR, I THINK I... [SCATTERED
2 APPLAUSE]

3

4 **SUP. MOLINA, CHAIR:** JUST FOR A CLARIFICATION.

5

6 **SUP. YAROSLAVSKY:** I DO THINK I DO NEED TO MAKE IT CLEAR. WHAT
7 I'VE ASKED FOR IN THE MOTION, AND IT SPEAKS FOR ITSELF, IS FOR
8 THE DIRECTOR TO GIVE US HIS BEST PROFESSIONAL JUDGMENT. THAT'S
9 THE LONG AND THE SHORT OF IT. AND NO OPTION SHOULD BE LEFT OFF
10 THE TABLE. I'M NOT GOING TO GET INTO A RHETORICAL DEBATE ABOUT
11 THIS. THIS IS NOT OVER-- THE ONLY DEAD BODIES I'M CONCERNED
12 ABOUT ARE THE DEAD BODIES THAT WE'RE SEEING HERE AND I SHARE
13 MS. MOLINA'S CONCERN THAT I DON'T-- ALL I KNOW-- LET ME ASK
14 YOU A QUESTION. WHEN DID YOU HEAR ABOUT THESE TWO DEATHS, THE
15 ONES THAT WERE IN THE PAPER THIS MORNING? WHEN DID THEY COME
16 TO YOUR ATTENTION? WHEN WERE THE DEATHS?

17

18 **DR. THOMAS GARTHWAITE:** OVER-- WELL OVER A WEEK AGO. A WEEK AND
19 A HALF-- A WEEK AND A HALF AGO.

20

21 **SUP. BURKE:** IN JANUARY.

22

23 **SUP. YAROSLAVSKY:** WHEN DID THESE INDIVIDUALS EXPIRE? JANUARY?

24

25 **SUP. MOLINA, CHAIR:** ONE IN JANUARY AND ONE IN MARCH.



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1

2 **SUP. YAROSLAVSKY:** JANUARY AND ONE IN MARCH. SO IT TOOK THREE--
3 IN ONE CASE, IT TOOK THREE TO FOUR MONTHS FOR YOU TO HEAR
4 ABOUT IT AND, IN THE OTHER ONE, A MONTH OR SEVERAL WEEKS TO A
5 MONTH TO HEAR ABOUT IT. AND THEN IT-- AND YOU DON'T HEAR ABOUT
6 IT FROM YOUR OWN PEOPLE; YOU HEARD ABOUT IT FROM A NEWSPAPER.
7 SO MY QUESTION-- GO AHEAD.

8

9 **DR. THOMAS GARTHWAITE:** RIGHT. THE ISSUES-- I MEAN, WITHOUT
10 GETTING INTO THE CLINICAL DETAILS OF THE CASES, THE ISSUES ARE
11 OFTEN VERY COMPLEX IN ANY CLINICAL SETTING BECAUSE SOMETIMES
12 THE-- ONLY THE PORTIONS THAT WE HAVE CONCERNS ABOUT, LIKE THE
13 SUPERVISION ASPECT OR MONITOR ASPECT OR OTHER THINGS, THOSE
14 MAY COME TO LIGHT DIFFERENTLY. SO THEY DON'T COME UP-- IF WE
15 REVIEW ALL DEATHS, YOU MIGHT NOT KNOW THAT UNTIL SOMEONE SAYS
16 SOMETHING, YOU GO OUT TO BEGIN TO ASK A SERIES OF QUESTIONS OF
17 DIFFERENT STAFF BECAUSE YOU'RE REALLY-- ONCE IT'S HAPPENED,
18 IT'S WHAT'S IN THE RECORD AND THE MEMORIES OF YOUR STAFF THAT
19 REALLY RECREATE WHAT HAPPENED DURING THE TIME IN THE HOSPITAL.

20

21 **SUP. MOLINA, CHAIR:** DR. GARTHWAITE, OUR CORRECTIVE ACTIONS,
22 AGAIN, TIME AND TIME AGAIN IN MALPRACTICE TELL US THAT, AT THE
23 TIME OF THE INCIDENT, THERE SHOULD BE A REVIEW. PRESENTLY,
24 UNDER OUR CLAIMS PROCESS, THAT'S WHAT'S SO DESTRUCTIVE, IS
25 THAT PEOPLE ARE NOT LEARNING FROM THE ERRORS THEY MAKE ALONG



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1 THE WAY BECAUSE WE DON'T BEGIN OUR INVESTIGATIONS, IN MANY
2 INSTANCES, UNTIL THAT CLAIM OR THAT LAWSUIT IS PUT IN PLACE.
3 AND WE HAD STRESSED THAT OVER AND OVER AGAIN. IF A DOCTOR
4 DOESN'T RECOGNIZE, IF A NURSE DOESN'T RECOGNIZE AND SOMEBODY
5 DOESN'T DO IT, I MEAN, IT'S NOT UP TO US TO GO IN AND CREATE A
6 POLICY. DOCTORS KNOW WHEN THESE ERRORS ARE THERE. WHEN SOME OF
7 THESE DEATHS OCCUR, THERE HAS TO BE SOME EVALUATION. IT CAN'T
8 BE JUST, "OKAY, LET'S MOVE ON." WE'VE SAID THAT TO YOU TIME
9 AND TIME AGAIN IN THE MEDICAL MALPRACTICE SITUATION. FRED
10 KNOWS. WE'VE ARGUED THIS OVER AND OVER AGAIN. YOU CANNOT DO IT
11 DOWN THE LINE.

12

13 **DR. THOMAS GARTHWAITE:** AND I COULDN'T AGREE MORE THAT THE
14 MOMENT WE BECOME AWARE OF A PROBLEM, THE MOMENT WE BECOME
15 AWARE, THEN WE NEED TO JUMP IN AND FIND OUT WHAT THE ROOT
16 CAUSE IS AND FIX IT. THAT'S NOT THE ISSUE. IT'S WHEN DO YOU
17 BECOME AWARE?

18

19 **SUP. MOLINA, CHAIR:** WELL AND THE ISSUE IS THAT THE JANUARY
20 PROBLEM SHOULD HAVE BECOME AWARE IN JANUARY. YOU SHOULD PUT
21 MECHANISMS IN PLACE AND I'VE SAID THIS TIME AND TIME AGAIN.
22 WE'VE HAD MALPRACTICE CASES THAT THE INVESTIGATION STARTS
23 THREE YEARS AFTER THE OCCURRENCE. BY THAT TIME, YOU GO BACK TO
24 CORRECT THE ACTION, THE RESIDENT IS GONE, HE'S NOW PRACTICING
25 MEDICINE SOMEWHERE ELSE AND HAD A PROCEDURE OR DID SOMETHING



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1 INCORRECT AND THE ATTENDING WAS NOT AROUND AND DIDN'T GET
2 SANCTIONED AND NOW IT'S TOO LATE. THERE'S ALL KINDS OF THINGS.
3 AND THAT HAS TO BE IMPROVED, NOT JUST AT MARTIN LUTHER KING
4 BUT AT ALL OF OUR HOSPITALS. THERE HAS TO BE A MECHANISM AND A
5 PROTOCOL IN PLACE THAT, WHEN THESE OCCURRENCES COME, THE
6 REVIEW IS DONE WHETHER THERE'S A LAWSUIT OR NOT. IN THE PAST,
7 WE'VE WAITED FOR LAWSUITS BEFORE WE INVESTIGATE, AND NOT EVEN
8 KEEP RECORDS IN MANY INSTANCES. SO THAT HAS TO BE CORRECTED.
9 SUPERVISOR ANTONOVICH AND THEN SUPERVISOR KNABE.

10

11 **SUP. ANTONOVICH:** YOU KNOW, MANY A FALSE STEP IS MADE STANDING
12 STILL AND IT APPEARS WE'VE BEEN STANDING STILL BY NOT HAVING
13 REGULAR AUDIT MEETINGS WITH YOU, GOING OVER THE AUDIT OF THAT
14 MEDICAL SCHOOL, GOING OVER THAT AUDIT OF THAT MEDICAL CENTER.
15 WE'VE BEEN STANDING STILL AND YOUR FAILURE TO TAKE DECISIVE
16 ACTION, KNOWING THE PERSONNEL PROBLEMS THAT ARE ALREADY THERE.
17 WE'VE ASKED IN THE PAST THAT YOU FOCUS YOUR ATTENTION ON THAT
18 FACILITY, THAT YOU USE-- ACCESS THE MEDICAL DIRECTORS OF OUR
19 OTHER HOSPITALS THAT ARE DOING WELL, USING THEM AS A KITCHEN
20 CABINET TO IMPLEMENT THE NECESSARY CHANGES AND HAVING THE
21 ADVISORY COMMITTEE MEET MONTHLY INSTEAD OF WEEKLY INDICATES WE
22 ARE STANDING STILL. WE'RE NOT MOVING FORWARD OR WE'RE MOVING
23 FORWARD AT A SNAIL'S PACE. AND THEN NAVIGANT HAS HAD NOW TO
24 REPLACE THEIR EXECUTIVE OFFICER AND THEIR CHIEF NURSING
25 OFFICER. SO, AGAIN, WE'RE NOT MOVING FORWARD. AND, AS POINTED



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1 OUT, WE HAVE \$150,000 CLAIM ON TODAY'S AGENDA. WE KNOW ABOUT
2 THE DEATHS THAT HAVE BEEN REPORTED. SO WE'RE TURNING INTO A
3 CASH COW FOR TRIAL LAWYERS AND MORTUARIES, AND THAT'S NOT WHAT
4 THE MEDICAL CENTERS OUGHT TO BE PROVIDING. THEY OUGHT TO BE
5 PROVIDING OPPORTUNITIES OF HEALING AND QUALITY CARE. THIS
6 DISCUSSION BEFORE US TODAY IS WHAT WE'VE HAD IN PUBLIC AND IN
7 PRIVATE CONVERSATIONS WITH YOU. WE'RE NOT DOING ANYTHING MORE
8 THAN ASKING YOU TO TAKE CHARGE WHEN YOU WERE HIRED FOR THIS
9 POSITION, WHEN YOU WENT THROUGH THE JOB INTERVIEWS, YOU WERE
10 SPECIFICALLY APPRISED OF THE SITUATION AT KING DREW MEDICAL
11 CENTER AND THE SCHOOL, THE PROBLEMS THAT THEY WERE HAVING, YOU
12 KNOW THE ACCREDITATION REPORTS. THIS IS NOT A NEW REVELATION.
13 IT'S A FACT THAT WAS PRIOR TO YOUR HIRING. FROM YOUR
14 BACKGROUND COMING FROM THE FEDERAL GOVERNMENT WITH THE
15 DEPARTMENT OF VETERANS AFFAIRS, PROVIDING THE NECESSARY
16 REFORMS AND STANDING UP TO VARIOUS PRESSURE GROUPS TO GET THE
17 JOB DONE WAS A CREDIT TO YOU COMING HERE TO STAND UP TO
18 PRESSURE GROUPS THAT ARE MORE INTERESTED IN PRESERVATIONS OF
19 THEIR VESTED INTERESTS THAN IN CARRYING OUT THEIR PROFESSIONAL
20 RESPONSIBILITIES AND PROVIDING MEDICAL CARE AND MEDICAL
21 TEACHING TO THEIR STUDENTS. AND THIS IS WHY THERE IS SUCH A
22 FRUSTRATION HERE, THAT IT'S LIKE AN ABSCESS THAT CONTINUES
23 TO...
24



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1 **DR. THOMAS GARTHWAITE:** WELL, I SHARE YOUR FRUSTRATION. I WOULD
2 SAY I DO NOT BELIEVE WE'VE BEEN STANDING STILL. WE CLOSED THE
3 TRAUMA SERVICE. WE HAVE TAKEN OVER 400 PERSONNEL ACTIONS.
4 NAVIGANT HAS PUT FORWARD A THOUSAND DIFFERENT RECOMMENDATIONS,
5 ALL OF WHICH ARE BEING ACTIVELY PURSUED. WE'VE LEVIED
6 SANCTIONS AGAINST DREW FOR NOT MEETING THE PARTS OF THE--
7 CERTAIN PARTS OF THE CONTRACT. WE HAVE, I BELIEVE, WORKED VERY
8 HARD AT MOVING THINGS FORWARD. IT'S JUST A MUCH BIGGER TASK.
9 I'M NOT THE ONLY ONE WHO SAYS THIS. EVERYONE'S WHO'S GONE IN
10 THERE. YOU CAN TALK TO CAMDEN, WHO WENT IN THERE, AND ASK THEM
11 IF IT WAS, IT WAS HARDER THAN THEY COULD HAVE ANTICIPATED. YOU
12 CAN TALK TO NAVIGANT, ASK THEM IF THEY THINK IT WAS HARDER
13 THAN THEY'VE ANTICIPATED. THEY'RE ALL AROUND THE COUNTRY IN
14 DIFFERENT HOSPITALS. IT IS HARDER. AND I'M HAPPY TO GO TO THE
15 FACILITY ON A REGULAR BASIS AND MAKE ROUNDS AND DO EVERYTHING
16 WE CAN TO TAKE THE PULSE OF THAT FACILITY AND I WILL DO THAT.
17 I'M HAPPY TO DO THAT.

18

19 **SUP. ANTONOVICH:** BY BEING THERE, THAT THOUGH SHOWS LEADERSHIP,
20 AND BY REMOVING THOSE WHO HAVE FAILED TO PROVIDE THEIR
21 PROFESSIONAL CARE OR TREATMENT TO THOSE INDIVIDUALS WHO ARE
22 BEING TREATED AT THAT HOSPITAL IS WHAT IS REQUIRED BUT IT'S
23 NOT GOOD ENOUGH TO HAVE JUST A BASIC STANDARD OF CARE. IT'S
24 NOT-- THAT BASIC STANDARD OF CARE IS NOT BEING MET. IT'S NOT
25 BEING MET AND UNTIL YOU-- YOU'RE NOT GOING TO RESTORE THE



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1 MORALE OF THE STAFF AT THAT FACILITY UNTIL THOSE WHO ARE
2 CREATING THE PROBLEMS ARE REMOVED AND DISCIPLINED.

3

4 **DR. THOMAS GARTHWAITE:** AND I WILL SAY THAT WE'VE TAKE-- WE CAN
5 PROVIDE YOU A LIST OF ALL THE PERSONNEL ACTIONS THAT WE HAVE
6 TAKEN. I BELIEVE I'VE BEEN QUOTED SAYING I THINK THERE ARE
7 ADDITIONAL ONES. I DON'T KNOW HOW MANY.

8

9 **SUP. ANTONOVICH:** THE FIRST PERSONNEL ACTION WAS WHEN YOU HAD
10 PEOPLE THAT PERMITTED INFERIOR OPERATING ROOMS FROM BEING
11 ALLOWED TO OPERATE ON PATIENTS. AND WHY DID IT TAKE, YOU KNOW,
12 AFTER WE HAD THESE PROBLEMS THAT WE WERE STILL HAVING
13 SURGERIES IN THOSE TYPES OF OPERATING ROOMS. AND WHEN THE
14 STERILE INSTRUMENTS WERE BEING MIXED WITH THE UNSTERILE
15 INSTRUMENTS, AND WHEN THERE WAS NO INVENTORY OF MEDICAL
16 INSTRUMENTS DURING SURGERIES THAT ENDED UP IN PEOPLE HAVING
17 ITEMS LEFT IN THEM AFTER BEING SEWN UP. AND THEY HAPPEN IN
18 OTHER HOSPITALS BUT, YOU KNOW, THAT'S THE PROBLEM OF THOSE
19 OTHER HOSPITALS. BUT WE HAVE A RESPONSIBILITY HERE TOO ENSURE
20 THAT OUR HOSPITALS ARE GOING TO TREAT THE PERSON NO MATTER
21 WHERE THEY COME FROM WITH FIRST CLASS MEDICAL TREATMENT WHEN
22 THEY END UP IN THAT HOSPITAL BECAUSE OUR GOAL TO GET THEM BACK
23 IN A HEALTHY STATE.

24



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1 **DR. THOMAS GARTHWAITE:** WELL, I WOULD LIKE TO JUST SAY, I MEAN,
2 I SHOWED UP AT THE OPERATING ROOM DOWN AT KING DREW ABOUT A
3 LITTLE OVER TWO YEARS AGO AND JUST WALKED IN TO SEE HOW THINGS
4 WERE GOING AND I CHALLENGED ALL THREE PEOPLE WHO SHOULD BE
5 LEADING THAT OPERATING ROOM, THE HEAD NURSE, THE CHIEF OF
6 ANESTHESIA AND CHIEF OF SURGERY, TO STEP UP TO THE PLATE, TO
7 MAKE IT WORK WELL. NONE OF THESE THREE INDIVIDUALS CURRENTLY
8 WORK FOR THE COUNTY OF LOS ANGELES. WE PUT SOMEONE ELSE IN
9 PLACE WHO WAS SUPPOSED TO BE LEADING AND DOING A MORE
10 EFFECTIVE JOB AT DOING THAT. THEY'VE BEEN REMOVED BECAUSE OF
11 WHAT NAVIGANT FOUND. THE REAL CHALLENGE THAT WE DO HAVE,
12 THOUGH, IS HOW DO WE RECRUIT? IT'S NOT JUST THE REMOVAL.
13 THAT'S PART OF THE STORY. THE IMPORTANT PART IS, HOW DO WE
14 RECRUIT THE RIGHT INDIVIDUALS TO GO TO A VERY DIFFICULT
15 SITUATION? THAT IS...

16

17 **SUP. ANTONOVICH:** DO YOU HAVE THE ABILITY OF HAVING A
18 TEACHER...

19

20 **SUP. MOLINA, CHAIR:** AND THAT HAS TO BE ADDRESSED IN YOUR
21 REPORT.

22

23 **SUP. ANTONOVICH:** ...A PHYSICIAN AT ANOTHER COUNTY HOSPITAL AS
24 BEING-- BECAUSE THEY'RE ALSO A COUNTY EMPLOYEE, HAVING TO WORK
25 SO MANY HOURS AT DREW MEDICAL CENTER?



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The Los Angeles County Board of Supervisors

1

2 **DR. THOMAS GARTHWAITE:** YOU KNOW, I THINK WE CAN...

3

4 **SUP. ANTONOVICH:** YOU HAVE THAT ABILITY, RIGHT?

5

6 **DR. THOMAS GARTHWAITE:** I'M VERY WILLING TO TAKE A LOOK AT THAT
7 BUT YOU HAVE TO KEEP IN MIND THAT, YOU KNOW, THAT MOVING
8 PEOPLE AROUND THAT DON'T WANT TO BE MOVED AROUND ISN'T GOOD
9 FOR THEIR LONG-TERM RETENTION IN THOSE OTHER FACILITIES. SO WE
10 HAVE-- YOU KNOW, WE CAN LOOK TO USE THOSE THINGS JUDICIOUSLY
11 BUT IT'S NOT THE SOLUTION. THE SOLUTION TO GET THE RIGHT
12 PEOPLE IN THE HOSPITAL TO BEGIN WITH.

13

14 **SUP. ANTONOVICH:** RIGHT. AND WHEN YOU'RE HAVING SHORTCOMINGS
15 RIGHT NOW, THEN PROVIDING AN INCENTIVE PROGRAM TO HAVE THESE
16 DOCTORS GO IN THERE ON A PILOT BASIS TO GET THAT OPERATING
17 ROOM, THOSE SERVICES UP TO PAR, UP TO STANDARD. I MEAN, THEY
18 ARE COUNTY EMPLOYEES. THEY CAN BE DIRECTED TO GO THERE WITH
19 THE SUPPORT FROM THE DEPARTMENT.

20

21 **DR. THOMAS GARTHWAITE:** BUT I WOULD JUST CAUTION YOU NOT TO
22 BELIEVE THAT WE HAVE, YOU KNOW, A LARGE NUMBER OF PHYSICIANS
23 WHO ARE AT OUR OTHER FACILITIES WHO DON'T HAVE ENTIRELY FULL
24 DAYS. WE'RE RUNNING OUR HOSPITALS AT 95% OCCUPANCY. OUR
25 CLINICS HAVE BACKLOGS OF SIX MONTHS TO TWO YEARS SOMETIMES. TO



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1 SAY THAT WE HAVE EXCESS CAPACITY AT OTHER FACILITIES TO BRING
2 THEM TO KING DREW FOR A PERIOD OF TIME, I JUST DON'T KNOW THAT
3 THAT'S TRUE.

4

5 **SUP. MOLINA, CHAIR:** THAT'S NOT POSSIBLE. SUPERVISOR KNABE?

6

7 **SUP. KNABE:** YEAH, WITHOUT TRYING TO BE REDUNDANT, BEING ONE OF
8 THE LAST SPEAKERS, I GUESS THE FRUSTRATION THAT I SHARE, YOU
9 CONTINUE TO REPORT TO US THAT WE NEED TO DO SOMETHING AT THIS
10 PARTICULAR MOMENT IN TIME. I MEAN, THE MOMENT IS NOW. I MEAN,
11 YESTERDAY IS TOO LATE IN SOME CASES BUT I GUESS MY FRUSTRATION
12 HAS BEEN THAT I REALLY EXPECTED, WHAT I THOUGHT WE WERE
13 GETTING THROUGH NAVIGANT AND THROUGH THE DEPARTMENT, AND I
14 DON'T WANT TO OVERSIMPLIFY IT BUT LITERALLY FOOT PATROLS,
15 WHERE YOU HAD INDEPENDENT DOCTORS, YOU HAD INDEPENDENT NURSES,
16 YOU HAD INDEPENDENT ADMINISTRATORS LITERALLY WALKING THE
17 HALLS. BUT WHAT YOU HAVE OUT THERE NOW, I MEAN, WE GET ALL
18 THESE REPORTS BACK, WE GET A THOUSAND RECOMMENDATIONS BUT, ON
19 A DAILY BASIS, WE'RE STILL HAVING SOME VERY SIGNIFICANT
20 PROBLEMS. YOU KNOW, THE ONLY WAY I SEE TO FIX THAT IS, YOU
21 KNOW, DAY-TO-DAY RESPONSIBILITY FROM SOME OUTSIDE SOURCE
22 LITERALLY JUST DOING THE FOOT PATROLS. I MEAN, THE CLASSIC
23 EXAMPLE, AND THAT'S WHY I CLARIFIED THAT QUESTION, WHEN YOU
24 SAID TO ME THIS ADVISORY COMMITTEE. I MEAN, GOD KNOWS WE WANT
25 TO PROTECT THE BROWN ACT, OKAY? AND THEY CAN ONLY TALK ABOUT



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1 WHAT WAS ON THEIR AGENDA YESTERDAY BUT THEIR NEXT MEETING IS
2 MAY 9TH. GIVE ME A BREAK! MAY 9TH! THAT'S 30 DAYS FROM NOW! I
3 MEAN, THE WHOLE PURPOSE OF PUTTING THAT GROUP TOGETHER WAS TO
4 GIVE THIS OVERSIGHT OR INDEPENDENT SET OF EYES AN OPPORTUNITY
5 TO LOOK AT SOME OF THE ISSUES BEFORE US. COMING BACK IN 30
6 DAYS TO MEET?! THAT CERTAINLY WASN'T, YOU KNOW, WHAT I
7 EXPECTED. I DON'T KNOW WHAT MY COLLEAGUES EXPECTED. AND THEN
8 IT'S, YOU KNOW, SO-- ON TOP OF IT, THEN WE'VE GOT A LEGISLATOR
9 THAT WANTS TO-- OR HAS PUT IN A PIECE OF LEGISLATION TO TELL
10 THIS BOARD AND TO TELL YOU AND TO TELL EVERYONE ELSE HOW TO
11 PICK THE NEXT C.E.O. OF MARTIN LUTHER KING HOSPITAL. THAT IS
12 ABSOLUTELY OUTRAGEOUS! I MEAN, THAT'S THE KIND OF ISSUE WE
13 CONTINUE TO DEAL WITH OUT THERE. BUT ON A DAY-TO-DAY BASIS,
14 YOU KNOW, REPORTS ARE GIVEN THIS WEEK, IT'S THE SAME YOU GAVE
15 THE LAST WEEK, THE SAME YOU GAVE TWO MONTHS AGO. I MEAN, I
16 AGREE WITH SUPERVISOR MOLINA AS IT RELATES TO ZEV'S MOTION. I
17 MEAN, TODAY IS NOW. I MEAN, THIS IS A DAY-TO-DAY SITUATION.
18 IT'S NOT WEEK TO WEEK, IT'S NOT MONTH-TO-MONTH BUT DAY-TO-DAY.
19 I MEAN, WE ALL KNOW WHY THAT HOSPITAL WAS FOUNDED BUT IT IS NO
20 LONGER JUST A COMMUNITY HOSPITAL. IT'S A CRITICAL ELEMENT IN
21 OUR SAFETY NET. THAT HOSPITAL HAS TO BE SAVED SOMEHOW. BUT
22 IT'S NOT GOING TO BE SAVED WITH SEVEN-DAY REPORTS, 30-DAY
23 REPORTS OR ADVISORY COMMITTEE MEETING 30 DAYS FROM NOW. IT'S
24 GOING TO TAKE, YOU KNOW, BASICALLY, AS AN OVERALL OPEN HEART
25 SURGERY OUT THERE TO GET INSIDE THAT SYSTEM. I MEAN, LOOK AT



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1 WHAT'S HAPPENING. YOU HAVE PEOPLE WITHIN EITHER THE HOSPITAL
2 OR WITHIN YOUR SYSTEM LEAKING CRITICAL INFORMATION ABOUT
3 EITHER INCOMPETENCE OR PATIENT DEATHS TO YOU? NO. TO NAVIGANT?
4 NO. TO US? NO. BUT TO THE PRESS. IT'S A CULTURE ISSUE. THERE'S
5 SOMEBODY ELSE OUT THERE TRYING TO UNDERMINE WHAT WE'RE
6 ATTEMPTING TO DO, SO YOU CAN JUST SEE THE ROOT AND JUST HOW
7 DIFFICULT THIS ISSUE IS TO DEAL WITH. AND WE'VE GOT TO GET OUR
8 ARMS AROUND IT, SOMEHOW, SOME WAY. AND WHETHER IT'S YOU OR
9 SOMEBODY ELSE BUT WE LITERALLY NEED FOOT PATROLS OUT THERE. WE
10 NEED TO SAVE THAT HOSPITAL. I MEAN, I DON'T KNOW WHAT ELSE TO
11 SAY. I'M JUST AT THE HEIGHT OF FRUSTRATION. BECAUSE I'M NOT A
12 DOC, YOU KNOW, AND I'M NOT A NURSE, AND, YOU KNOW, I'M NOT A
13 HOSPITAL ADMINISTRATOR BUT, AS ZEV SAID, I KNOW A DISASTER
14 WHEN I SEE ONE.

15

16 **DR. THOMAS GARTHWAITE:** FOR WHAT IT'S WORTH, THE HOSPITAL
17 ADVISORY BOARD DID FORM A QUALITY COMMITTEE THAT WILL MEET IN
18 PREPARATION FOR THE NEXT MEETING, SO WORK WILL GO ON FROM
19 SPECIFIC MEMBERS OF THAT COMMITTEE IN ANTICIPATION OF THAT. I
20 AGREE WITH YOU. I THINK THAT THE TURNAROUND FOR KING DREW IS A
21 LONG PROCESS. IT'S PROBABLY AT LEAST TWO TO FIVE YEARS AND
22 I'LL BE JUST VERY FRANK. IF I HAD IT TO DO OVER AGAIN, IF I
23 COULD LIVE MY LIFE OVER AGAIN, I WOULD SEND MANY MORE
24 ADMINISTRATORS AND A WHOLE ARMY OF ADMINISTRATION, JUST SORT



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1 OF WHAT NAVIGANT HAS BECOME, MUCH EARLIER RATHER THAN-- WE
2 SENT SMALL NUMBERS OF PEOPLE EARLY. WE FOUND...

3

4 **SUP. KNABE:** YOU STILL HAVE THAT OPPORTUNITY.

5

6 **DR. THOMAS GARTHWAITE:** ...WE FOUND-- WELL, NO, WE'VE-- I THINK
7 WE HAVE...

8

9 **SUP. KNABE:** I MEAN, WE STILL-- YOU STILL HAVE THAT
10 OPPORTUNITY.

11

12 **DR. THOMAS GARTHWAITE:** ...SENT SIGNIFICANT NUMBERS. AND I
13 THINK WE HAVE SIGNIFICANT NUMBERS-- ARE MORE NEEDED-- WE
14 CLEARLY NEED TO RECRUIT.

15

16 **SUP. KNABE:** YEAH, BUT THEY WERE INVOLVED IN, I MEAN, IN
17 ESSENCE, PART OF THE COVER UP, OF PUSHING THINGS BACK OR AS
18 SAYING, "IT'S GETTING BETTER HERE," AND, YOU KNOW, PEOPLE ARE
19 SLIDING PATIENTS INTO ANOTHER ROOM AND-- I MEAN, IT...

20

21 **DR. THOMAS GARTHWAITE:** NO, I THINK, I THINK OUR FOLKS WERE
22 VERY FRANK. WE JUST KEPT FINDING ADDITIONAL ISSUES EVERY TIME
23 WE TURNED AND THEN, NOT ONLY DID WE FIND ADDITIONAL THINGS
24 THAT WERE BROKEN, ADDITIONAL EPISODES OF POOR CARE WERE



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1 IDENTIFIED DURING THOSE TIMES. SO I'LL JUST SAY THAT, IF I HAD
2 IT TO DO OVER AGAIN, I WOULD SEND MORE PEOPLE QUICKER.

3

4 **SUP. MOLINA, CHAIR:** DR. GARTHWAITE AND MR. LEAF, COULD YOU
5 JOIN US OVER HERE ON THE SIDE TABLE? WE HAVE ABOUT 20 PEOPLE
6 THAT WISH TO ADDRESS US ON ITEM NUMBER 13 AND 61. I'M GOING TO
7 ASK PEOPLE TO COME UP AND JOIN US. IF THEY WOULD ADDRESS BOTH
8 OF THESE ITEMS WITHIN THEIR TIME FRAME. WE'D LIKE TO LIMIT
9 EVERYONE TO THREE MINUTES, AT THE MOST. IF YOU COULD BE
10 BRIEFER OR IF YOU NEED TO BE-- PLEASE LET US KNOW. THIS IS A
11 VERY COMPLEX AND IMPORTANT ISSUE SO WE'D LIKE TO GET
12 EVERYONE'S PARTICIPATION IN THIS. LET ME BEGIN BY CALLING ON
13 LARK GALLOWAY-GILLAM, JIM LOTT AND DR. ROBERT ROSS. IF THEY'D
14 JOIN US, PLEASE. MR. DOUGLASS, WOULD YOU ALSO JOIN US? THERE'S
15 FOUR CHAIRS HERE. HARRY E. DOUGLASS. I GUESS BART WILLIAMS IS
16 GOING TO STEP UP INSTEAD OF MR. DOUGLASS. LARK, DO YOU WANT TO
17 BEGIN?

18

19 **LARK GALLOWAY-GILLIAM:** YES. GOOD MORNING. MY NAME IS LARK
20 GALLOWAY-GILLIAM. I'M THE DIRECTOR OF THE COMMUNITY HEALTH
21 COUNCIL HERE IN LOS ANGELES AND I MUST ADMIT, I HAD ONE SPEECH
22 IN MIND AND THEN, LISTENING TO YOUR DISCUSSION, I'M COMPLETELY
23 CONFUSED. I APPRECIATE, SUPERVISOR BURKE, YOUR COMMITMENT TO
24 KEEPING THIS HOSPITAL OPEN. I THINK, TOO, IT IS NOT AN OPTION
25 FOR THIS HOSPITAL TO CLOSE. I AM CONFUSED, SUPERVISOR



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1 YAROSLAVSKY, WITH YOUR QUESTION ABOUT HOW LONG SHOULD WE WAIT.
2 SOMEONE REMINDED ME JUST A COUPLE MINUTES AGO, WE'VE BEEN
3 WAITING FOR 30 YEARS AND SO I RETURN TO YOU AND SAY, HOW LONG
4 SHOULD WE WAIT? WE HAVE ENTRUSTED YOU WITH THE TURNAROUND OF
5 THIS HOSPITAL AND FOR THIS DISCUSSION TO GO ON RIGHT NOW, IT
6 IS VERY DISCONCERTING. YOU HAD A PLAN. MY EXPECTATION IS THAT
7 IT WAS A GOOD PLAN AND THAT YOU WERE MAKING THIS PLAN WORK.
8 DR. GARTHWAITE, FRED LEAF HAVE BEEN IN THAT HOSPITAL WALKING
9 THE FLOORS AND I HAVEN'T SEEN THE DIFFERENCE. MAYBE YOU NEED
10 TO BE THERE WALKING THE FLOOR, MAYBE YOU NEED TO BE THERE
11 TELLING THE STAFF WHAT YOU EXPECT OF THEM. I CAN'T BELIEVE
12 THAT THAT HOSPITAL IS FULL OF INCOMPETENT PEOPLE. I BELIEVE
13 THAT THERE ARE COMPETENT PEOPLE AND WE WANT THOSE PEOPLE TO
14 CONTINUE. WE ARE WORKING WITH NAVIGANT TO TRY TO IDENTIFY NEW
15 LEADERSHIP BECAUSE I THINK THE SOLUTION IS WE NEED TO FIND
16 TALENT THERE, AND THAT TALENT HAS TO BE BROUGHT TO BEAR ON
17 THIS HOSPITAL BY WORKING BOTH WITH THE UNIVERSITY AND THE
18 HOSPITAL. I CAN'T SEPARATE THE TWO. I CAN'T SEE THIS HOSPITAL
19 FAIL, AND I CAN'T SEE THIS UNIVERSITY FAIL. THIS UNIVERSITY IS
20 OUR LIFELINE TO BRINGING ETHNIC MINORITY FOLKS BACK INTO OUR
21 COMMUNITY. IF YOU LOOK AT THE STATISTICS OF GRADUATES FROM
22 THAT SCHOOL, YOU WILL SEE THAT THE VAST MAJORITY OF KIDS WHO
23 ARE BEING GRADUATED FROM LOS ANGELES OF A ETHNIC BACKGROUND
24 ARE COMING FROM THIS UNIVERSITY, NOT U.C.L.A., NOT U.S.C.
25 THOSE ARE THE SAME PEOPLE THAT COME BACK INTO OUR COMMUNITY.



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1 THOSE ARE THE SAME PEOPLE THAT WE NEED TO COME BACK INTO THIS
2 HOSPITAL AND TO CONTINUE A PIPELINE OF COMPETENT PHYSICIANS.
3 SO WE'VE GOT TO MAKE THIS WORK. YOU HAVE GOT TO MAKE THIS
4 WORK. YOU ARE NOT ON THE OUTSIDE LOOKING IN. WE ARE LOOKING TO
5 YOU AND SAYING, WHAT'S GOING ON? MAKE IT WORK, WHATEVER IT
6 TAKES. IF WE NEED AN EXTERNAL QUALITY REVIEW COMPONENT TO THIS
7 PROCESS, LET'S DO THAT. I AGREE. EVERY CASE IN WHICH SOME
8 ADVERSE AFFECT HAPPENS SHOULD BE SCRUTINIZED AND SCRUTINIZED
9 AT THAT PARTICULAR TIME. THAT CAN BE DONE. YOU HAVE THE
10 RESOURCES TO DO THAT. IF YOU NEED TO PUT MORE DOLLARS ON THE
11 PLATE FOR NAVIGANT TO DO A BETTER JOB, THEN DO THAT. WORK YOUR
12 PLAN. DO NOT SELL THIS PROCESS SHORT. YOU ASK HOW LONG SHOULD
13 IT TAKE? YOU TOLD US IT WAS GOING TO TAKE A YEAR. THAT WAS
14 YOUR AGREEMENT WITH NAVIGANT. LET THAT PROCESS WORK. IF YOU'RE
15 TELLING ME THAT IT'S NOT WORKING, SHOW US THE DATA. DO NOT
16 SUCCUMB TO YELLOW JOURNALISM. EVERY TIME THAT SOMEBODY DECIDES
17 TO PUT SOMETHING IN THE L.A. TIMES, YOU SHOULD BE OUT THERE
18 TELLING US ABOUT THE GOOD THINGS THAT ARE HAPPENING AND THE
19 PROGRESS THAT'S BEING MADE. IF PROGRESS IS NOT BEING MADE, WE
20 WANT TO KNOW ABOUT THAT AND THEN LET'S TALK ABOUT PLAN B, BUT
21 WE CANNOT, AT EVERY TURN OF THE CORNER, CHANGE DIRECTIONS OR
22 WE WILL GET NOWHERE. YOU GOT A NEW BOARD AT DREW, YOU GOT A
23 NEW ADVISORY BOARD, MAYBE THEY NEED TO MEET MORE OFTEN. LET
24 THIS THING WORK. LET US MAINTAIN OUR STRATEGY AND SAVE BOTH
25 THESE INSTITUTIONS.



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1

2 **SUP. MOLINA, CHAIR:** THANK YOU, MISS GALLOWAY. NEXT WE HAVE MR.
3 LOTT.

4

5 **JIM LOTT:** THANK YOU, MADAM CHAIR AND MEMBERS. MY NAME IS JIM
6 LOTT AND I REPRESENT THE HOSPITAL ASSOCIATION OF SOUTHERN
7 CALIFORNIA. IT'S A TRADE ASSOCIATION THAT REPRESENTS HOSPITALS
8 THROUGHOUT LOS ANGELES. WE SUPPORT BOTH SUPERVISOR YAROSLAVSKY
9 AND SUPERVISOR ANTONOVICH'S MOTION BUT I THOUGHT THE BEST USE
10 OF MY TIME TODAY WOULD BE TO GIVE YOU SOME BEST PRACTICE
11 RECOMMENDATIONS THAT MIGHT-- THAT COME FROM OTHER UNIVERSITY
12 OR TEACHING HOSPITALS. I SIMPLY ASKED THE QUESTION OF SOME OF
13 THE PEOPLE I REPRESENT, WHAT WOULD YOU DO IF YOU WERE IN A
14 SITUATION, RIGHT NOW, TODAY, WITH WHAT WE KNOW ABOUT KING
15 DREW? AND I GOT PRETTY GOOD RECOMMENDATIONS THAT I WANT TO
16 PASS ON TO YOU. THEY'RE ALL BASED ON ONE ASSUMPTION AND THAT
17 IS, THE HOSPITAL IS, EXCUSE THE EXPRESSION, BLEEDING AND WE
18 NEED TO FIRST STOP THE BLEED. AND SO THEIR RECOMMENDATION,
19 WHILE YOU DEAL WITH THESE LONGER-TERM ISSUES, ARE AS FOLLOWS:
20 AMEND THE PRACTICE PROTOCOLS AT THE HOSPITAL IMMEDIATELY TO
21 REQUIRE THE ATTENDING STAFF PHYSICIANS TO PROVIDE ON-SITE
22 SUPERVISION OF ALL INVASIVE MEDICAL, DIAGNOSTIC AND SURGICAL
23 PROCEDURES PERFORMED BY RESIDENT PHYSICIANS. EMPHASIS ON ON-
24 SITE AND EMPHASIS ON ALL. THE SECOND RECOMMENDATION, EMPLOY A
25 GROUP OF INDEPENDENT PHYSICIANS TO ACT AS ON-SITE HOSPITALISTS



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1 OR INTERVENTIONISTS TO MONITOR AND COORDINATE ALL INPATIENT
2 CRITICAL MEDICAL CARE PROVIDED BY THE HOSPITAL PHYSICIAN
3 STAFF. THE THIRD AND LAST RECOMMENDATION, HIRE AN INDEPENDENT
4 GROUP OF REGISTERED NURSES TRAINED IN INTENSIVE CARE TO WALK
5 THE HALLS ON A 24/7 BASIS TO MONITOR/POLICE THE NURSING CARE
6 BEING PROVIDED AT THE HOSPITAL. THESE ARE THE THREE THINGS
7 THAT HOSPITAL ADMINISTRATORS AND MEDICAL DIRECTORS WILL TELL
8 YOU YOU NEED TO DO RIGHT NOW TO PRESERVE THE INTEGRITY OF THAT
9 HOSPITAL AND TO RESTORE THE CONFIDENCE IN THE PATIENT CARE
10 THAT'S PROVIDED. THANK YOU.

11

12 **SUP. MOLINA, CHAIR:** MR. LOTT, I CAN'T TELL YOU HOW EFFECTIVE
13 THAT SOUNDS TO ME AND I APPRECIATE THOSE RECOMMENDATIONS AND
14 WE'RE GOING TO PUT IT TOGETHER AS A MOTION. THAT, I THINK,
15 IS...

16

17 **SUP. YAROSLAVSKY:** COULD WE JUST ASK HIM TO ENGAGE WITH DR.
18 GARTHWAITE IMMEDIATELY SO THAT WE...

19

20 **SUP. MOLINA, CHAIR:** I THINK THAT, AGAIN, THIS IS THE KIND OF
21 ASSISTANCE THAT WE NEED.

22

23 **SUP. YAROSLAVSKY:** I AGREE, AND I THINK THAT RATHER-- I MEAN,
24 IF WE CAN JUST GET THEM TO WORK TOGETHER IMMEDIATELY AND NOT



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1 WAIT FOR OUR PROCESS HERE, I THINK IT WOULD SERVE A USEFUL
2 PURPOSE.

3

4 **SUP. MOLINA, CHAIR:** I THINK THIS IS SOMETHING THAT THE BOARD
5 COULD ENDORSE IMMEDIATELY. THANK YOU, MR. LOTT. VERY
6 THOUGHTFUL. FOLLOWED BY MR.-- DR. ROSS IS NEXT. COULD WE-- AND
7 MR. WILLIAMS IS NEXT. COULD WE ALSO HAVE ALEJANDRO MAYORKAS
8 AND DR. MARCELLE WILLOCK PLEASE JOIN US.

9

10 **DR. ROBERT ROSS:** THANK YOU, MADAM CHAIR, MEMBERS OF THE BOARD.
11 I'M DR. BOB ROSS. I'M PRESIDENT OF THE CALIFORNIA ENDOWMENT
12 FOUNDATION. WE HAVE BEEN SUPPORTING EFFORTS TO TRY AND
13 STRENGTHEN AND REVITALIZE KING DREW MEDICAL CENTER, IN
14 PARTICULAR, DREW UNIVERSITY AND THE MEDICAL SCHOOL. WE THINK
15 IT'S AN IMPORTANT ASSET TO THIS COMMUNITY AND TO YOUR SAFETY
16 NET EFFORTS TO STRENGTHEN SERVICES TO THE UNDERSERVED. I
17 COULDN'T AGREE MORE, ACTUALLY, WITH BOTH OF THE COMMENTS OF
18 THE PREVIOUS SPEAKERS, BOTH LARK GALLOWAY-GILLIAM AS WELL AS
19 JIM LOTT. TERRIFIC SUGGESTIONS. YOU HAVE A GOOD PLAN. YOU'RE
20 EXECUTING THAT PLAN. STICK TO THE FUNDAMENTAL BASIC ELEMENTS
21 OF THAT PLAN. IT IS SOLID AND IT IS BRINGING GOOD PROGRESS AND
22 I THINK YOU'LL SEE THAT PROGRESS OVER TIME. NUMBER ONE, YOU'VE
23 BROUGHT NAVIGANT ON BOARD. IT'S A NATIONAL CALIBER
24 ORGANIZATION. CONTINUE TO STICK WITH USING NAVIGANT. GIVE THEM
25 THE YEAR THEY NEED TO TURN THE INSTITUTION AROUND. SECONDLY,



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1 YOU BROUGHT SIGNIFICANT AND TERRIFIC TALENT THROUGH THE
2 HOSPITAL ADVISORY BOARD. IT'S A NEW BOARD THAT HAS NATIONAL
3 CALIBER INDIVIDUALS, DR. HECTOR FLORES AND MANY OTHERS WHO
4 REALLY-- I WOULD ENTRUST ANY-- THE TURNAROUND OF ANY HOSPITAL
5 TO THOSE INDIVIDUALS. USE THOSE INDIVIDUALS AND I AGREE THEY
6 OUGHT TO BE MEETING WITH A GREATER SENSE OF URGENCY AND
7 REGULARITY. THIRDLY, FROM THE DREW SIDE, THE DREW BOARD HAS
8 SIGNIFICANTLY ENHANCED ITS LEADERSHIP AT THE BOARD LEVEL. DR.
9 BART WILLIAMS, WHO YOU'LL HEAR FROM IN A SECOND, HAS RECRUITED
10 OUTSTANDING AND TERRIFIC LEADERSHIP, NATIONAL CALIBER
11 LEADERSHIP THROUGH THE DREW BOARD INCLUDING PEOPLE LIKE STEVE
12 SCHROEDER, FORMER PRESIDENT OF THE ROB ROY JOHNSON FOUNDATION,
13 ROGER BOULDER, FORMER PRESIDENT OF THE AMERICAN ACADEMY OF
14 MEDICAL COLLEGES AND UNIVERSITIES. SO YOU'VE GOT TERRIFIC
15 TALENT ON BOARD AT THE DREW BOARD AS WELL. SO WE SEE SOME GOOD
16 THINGS HAPPENING. WE ARE WILLING TO SUPPORT A PLANNING PROCESS
17 FOR A FACULTY PRACTICE PLAN THAT WILL STRENGTHEN, OVER TIME,
18 THE SUPERVISION AND ACCOUNTABILITY OF PHYSICIANS IN TERMS OF
19 PROVIDING OF PATIENT CARE. THOSE ARE LONG-TERM FIXES BUT I
20 THINK THE KINDS OF SUGGESTIONS YOU RECEIVED TODAY FROM MR.
21 LOTT WILL STRENGTHEN THE FUNDAMENTAL ELEMENTS OF THE PLAN THAT
22 WE BELIEVE IS A GOOD PLAN THAT YOU SHOULD STICK TO AND THAT
23 YOU SHOULD CONTINUE TO SUPPORT. FINALLY, JUST A COMMENT ABOUT
24 THE PRODUCTION OF MEDICAL STUDENTS FROM THE UNIVERSITY. THIS
25 IS A KEY AND IMPORTANT ELEMENT THAT PROVIDES SERVICES TO THIS



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1 COMMUNITY. UNIVERSITY-- DREW UNIVERSITY MEDICAL STUDENTS ARE
2 FIVE TIMES MORE LIKELY, IN A RECENT STUDY, TO ADDRESS THE
3 NEEDS OF THE HEALTH OF THE UNDERSERVED IN THEIR COMMUNITIES
4 AND TO SUPPORT SAFETY NET SERVICES AND TO PRACTICE IN SAFETY
5 NET SETTINGS. SO IT'S A VERY VALUABLE RESOURCE FOR THIS
6 COMMUNITY AND FOR THE SAFETY NET THAT YOU HAVE SOME
7 RESPONSIBILITY FOR. SO WE HOPE THAT EFFORT TO CONTINUE TO
8 SUPPORT THE UNIVERSITY AND DREW UNIVERSITY ARE CONTINUED IN
9 MAKING THE FIX. AND WITH THAT, THANK YOU, MEMBERS OF THE BOARD
10 AND CONTINUE TO KEEP UP WHAT I THINK IS A VERY ADMIRABLE
11 RESPONSE TO A VERY DIFFICULT SITUATION AND YOUR FRUSTRATION IS
12 WELL KNOWN AND APPRECIATED.

13

14 **SUP. MOLINA, CHAIR:** DR. ROSS. I NEED TO ASK YOU, BECAUSE I
15 KNOW THAT YOU'VE BEEN INVOLVED AND THE ENDOWMENT HAS BEEN VERY
16 HELPFUL IN TRYING TO RECONSTITUTE AND HAS PROVIDED ASSISTANCE
17 AND LEADERSHIP TO THE DREW BOARD, BUT I GUESS I HAVE TO ASK
18 YOU, BECAUSE I'M CONCERNED ABOUT THE DREW BOARD, AND I'M GOING
19 TO ASK THEM AS THEY COME UP, I DON'T THINK THEY'RE OPERATING
20 AS THOUGH THEY UNDERSTAND THAT THEY ARE IN A MAJOR CRISIS.
21 THEY DON'T SEEM TO BE OPERATING WITHIN A FRAMEWORK OF
22 RECOGNIZING THAT THEY'RE THE ONES THAT HAVE TO TAKE SOME
23 OWNERSHIP OF SOME OF THESE RESPONSIBILITIES. I AM TERRIFIED OF
24 WHAT I'VE BEEN HEARING FROM PAST RESIDENTS WHO ARE NOW DOCS IN
25 DIFFERENT AREAS, TALKING ABOUT THE LACK OF OWNERSHIP THAT MANY



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1 OF THE DREW PERSONNEL, THE MEDICAL DOCS, HAD WITH RESIDENTS,
2 THAT THEY LEFT THEM SOMETIMES WITH NOBODY TO ATTEND THEM, WITH
3 THREE RESIDENTS LOOKING AT EACH OTHER TRYING TO SORT OUT WHAT
4 TO DO, WITH NURSES WHO HAVE GONE OUT ON STRESS LEAVE BECAUSE
5 THEY'RE LEFT WITH NO ONE TO RESPOND TO THEM. OCCASIONALLY, A
6 DOCTOR MIGHT CALL THEM ON THE PHONE. ARE THEY-- THEY RECOGNIZE
7 THAT THE PLACE IS ON FIRE AND THEY'RE THE ONLY ONES THAT HAVE
8 GOT TO PUT THE FIRE OUT?

9

10 **DR. ROBERT ROSS:** WELL, MADAM CHAIR, BART WILLIAMS, WHO IS THE
11 CHAIR OF THE BOARD, IS HERE. BUT LET ME JUST SAY, AS AN
12 OUTSIDER LOOKING IN, I WILL SAY THAT THERE'S NO SUBSTITUTE AND
13 IT'S COME UP IN ALL THE COMMENTS FROM BOARD MEMBERS THIS
14 MORNING, THERE IS JUST NO SUBSTITUTE FOR ACCOUNTABLE,
15 PASSIONATE, EFFECTIVE LEADERSHIP AND IT STARTS, AS YOU KNOW,
16 ALWAYS WITH THE BOARD OF TRUSTEES, IN THIS CASE, THE BOARD AT
17 DREW.

18

19 **SUP. MOLINA, CHAIR:** DO YOU THINK THEY HAVE THEM?

20

21 **DR. ROBERT ROSS:** I THINK THEY HAVE RECRUITED THE CALIBER OF
22 TALENT TO BRING THAT KIND OF PASSION AND EFFECTIVE LEADERSHIP
23 TO THE PROBLEM. THEY PROBABLY HAVEN'T EVEN HAD TIME TO GEL YET
24 AS A BOARD IS MY SENSE LOOKING IN FROM THE OUTSIDE BUT I DO
25 THINK THE CALIBER OF TALENT IS ABSOLUTELY NOT ON BOARD AND I



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1 WILL HAND THIS OVER TO BART WILLIAMS TO ANSWER YOUR OTHER
2 QUESTIONS.

3

4 **SUP. MOLINA, CHAIR:** VERY GOOD. THANK YOU. MR. WILLIAMS.

5

6 **BART WILLIAMS:** THANK YOU, MADAM CHAIR. FIRST, I WOULD LIKE TO
7 ASK IF, INSTEAD OF ALEJANDRO MAYORKAS, IF WE COULD HAVE DR.
8 PATRICK DOWLING JOIN ME UP HERE, WHO IS ALSO A RELATIVELY NEW
9 MEMBER OF THE DREW UNIVERSITY BOARD, I WOULD APPRECIATE THAT.
10 MY NAME IS BART WILLIAMS, I'M THE CHAIR OF THE BOARD OF
11 TRUSTEES OF THE DREW UNIVERSITY. I'M NOT A DOCTOR, ACTUALLY,
12 I'M A LAWYER BY TRADE. BUT, AS THIS BOARD KNOWS, WE AT DREW
13 HAVE NOT BEEN WITHOUT CHALLENGES IN VERY RECENT YEARS AND WE
14 HAVE A LOT OF WORK TO DO BUT I DON'T THINK THAT ANYONE COULD
15 OBJECTIVELY SAY THAT THE EFFORTS THAT WE'VE MADE TO RENOVATE
16 OUR BOARD ARE ALL FOR NAUGHT AND I DON'T THINK THAT ANYONE
17 COULD REASONABLY SAY THAT WE ARE NOT TAKING STEPS TO DO WHAT
18 IS NECESSARY TO HOLD UP DREW'S END OF THE BARGAIN. WE HAVE, AS
19 DR. ROSS HAS SAID, RECRUITED SEVERAL ESTEEMED PEOPLE TO THE
20 BOARD OF TRUSTEES. WE ARE ACTIVELY ENGAGED RIGHT NOW IN TRYING
21 TO IDENTIFY THE NEXT PRESIDENT OF DREW UNIVERSITY. AND I DON'T
22 SAY THAT IN ORDER TO DISPARAGE DR. DOUGLASS, WHO IS IN THE
23 AUDIENCE TODAY, WHO HAS BEEN THE INTERIM PRESIDENT FOR A YEAR
24 BUT I SAY THAT TO SAY THAT WE ARE MOVING FORWARD. OUR BOARD IS
25 CONSUMED WITH THE IDEA OF IMPROVING ALL OF THE PROGRAMS THAT



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1 WE HAVE AT DREW UNIVERSITY. WE ARE CONSUMED WITH TRYING TO
2 RAISE FUNDS. N.I.H. FUNDS FOR DREW HAVE GONE FROM \$5 MILLION
3 TO \$25 MILLION IN THE LAST THREE YEARS ALONE. THE UNIVERSITY
4 HAS HAD SUCCESSFUL AUDITS WITHOUT QUALIFICATION FOR THE PAST
5 FOUR YEARS RUNNING. THE QUESTION IS ONE OF ACCOUNTABILITY AT
6 THE HOSPITAL. THE QUESTION IS ONE OF WHETHER OR NOT THE FOLKS
7 WHO ARE THE DOCTORS, WHO ARE THE NURSES, ARE INSTILLED WITH
8 THE TYPE OF LEADERSHIP AT THE HOSPITAL THAT THEY NEED TO HAVE.
9 BUT THERE ARE A COUPLE OF THINGS THAT I NEED TO CLARIFY.
10 NUMBER ONE, THE DOCTORS WHO ARE WORKING AT DREW TODAY DO NOT
11 RESENT NAVIGANT CONSULTING. THEY EMBRACE NAVIGANT CONSULTING
12 BECAUSE, FOR THE FIRST TIME IN RECENT MEMORY, THEY BELIEVE
13 THAT THERE ARE PEOPLE THERE WHO ARE TALENTED, WHO ARE FOCUSED
14 ON SOLVING THE PROBLEM. IT IS A MISCONCEPTION TO BELIEVE THAT
15 THE DOCTORS AT DREW RESENT, IN ANY WAY, THE NEW LEADERSHIP
16 THAT HAS BEEN BROUGHT TO BEAR. IN FACT, THEY BELIEVE THAT IT
17 IS LONG OVERDUE. SECOND, WE WOULD SUGGEST THAT THERE ARE
18 CERTAIN THINGS ABOUT THE PAYMENT SCHEME THAT ARE CREATED AT
19 THE D.H.S. AND COUNTY LEVEL THAT ARE NOT CONSTRUCTIVE WITH
20 RESPECT TO HOW IT WORKS AT DREW AND THIS IS WHAT I MEAN. AT
21 U.S.C., FOR EXAMPLE, THE COUNTY PAYS, I BELIEVE, IT'S BETWEEN
22 30 AND \$40 MILLION PER YEAR TO U.S.C. AND THEN U.S.C. PAYS THE
23 PHYSICIANS. AT DREW, IT DOES NOT WORK THAT WAY FOR REASONS
24 THAT ARE A MYSTERY TO ME. AT DREW, THE COUNTY PAYS THE
25 PHYSICIANS DIRECTLY SO THAT THE PHYSICIANS WHO ARE, IN MANY



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1 CASES, DREW FACULTY MEMBERS, THE PHYSICIANS ARE PAID BY THE
2 COUNTY AND NOT BY DREW. THEY RECEIVE ONLY A STIPEND BY DREW.
3 WHAT THAT DOES IS IT CREATES A MISCONCEPTION, AN UNDERSTANDING
4 THAT THEY DO NOT KNOW WHO THEY REPORT TO, AND THAT IS
5 SOMETHING THAT IS WITHIN THE CONTROL OF THE COUNTY TO CHANGE
6 BECAUSE YOU DO IT ALREADY AT THE UNIVERSITY OF SOUTHERN
7 CALIFORNIA. IT CHANGES-- IT WOULD HAVE A DRAMATIC IMPACT. I
8 SEE THAT MY TIME IS RUNNING OUT. I'M HAPPY TO ANSWER
9 QUESTIONS. BUT I WANT TO...

10

11 **SUP. MOLINA, CHAIR:** BUT MR. HARPER, LET ME JUST BEGIN WITH
12 THAT THAT'S A REALLY PATHETIC RESPONSE AS TO A DUTY AND A
13 RESPONSIBILITY. JUST BECAUSE THEY'RE GETTING PAID BY TWO
14 DIFFERENT PEOPLE DOES NOT MEAN THAT THEY ABDICATE ANY
15 RESPONSIBILITY AND DUTY TO THE RESIDENTS THAT THEY'RE TRAINING
16 OR TO THE PATIENTS THAT THEY'RE CARING FOR.

17

18 **BART WILLIAMS:** NO, OF COURSE IT DOESN'T AND...

19

20 **SUP. MOLINA, CHAIR:** WELL BUT THAT'S WHAT YOU ARE RECOMMENDING.
21 THAT'S NONSENSE. I DON'T CARE THEY GET PAID BY. THE REALITY
22 IS, WHAT HAPPENED TO THAT ANESTHESIOLOGIST? WHERE WAS HE? WHAT
23 HAPPENED TO THAT ATTENDING PHYSICIAN? WHAT HAPPENED TO THE
24 CHAIR THAT WASN'T TAKING OWNERSHIP FOR THESE THINGS? NOT ONE
25 TIME. THERE WERE THREE DEATHS TWO YEARS AGO IN ONE DAY IN



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1 DECEMBER. IT'S ONGOING. AND IT IS DREW THAT HAS TO TELL US HOW
2 IT'S GOING TO HANDLE IT BECAUSE, VERY FRANKLY, I'M NOT
3 INTERESTED IN THE EXCUSES ANY MORE. I THINK THE BEST THING AND
4 I WOULD LOVE TO SEE DREW TAKE OVER BECAUSE I REMEMBER 25 YEARS
5 AGO, THIS WAS THE ONLY AND STILL IS THE ONLY MEDICAL SCHOOL
6 WHERE MINORITIES HAVE ANY HOPE OR ASPIRATION OF GETTING
7 TRAINED AND PREPARED TO BECOME DOCTORS AND PHYSICIANS IN OUR
8 COMMUNITY. AND I RESPECT THAT. BUT, VERY FRANKLY, IF DREW DOES
9 NOT TAKE SOME OWNERSHIP AND START SAYING, "OH, THEY'RE
10 CONFUSED ABOUT WHO THEY GET PAID FOR-- BY," THAT'S NOT A
11 RESPONSE. THAT DOESN'T TELL ME THAT YOU RECOGNIZE THE CRISIS.

12

13 **SUP. KNABE:** WELL, DOES IT-- AT U.C.L.A., I MEAN, HARBOR-
14 U.C.L.A. GETS PAID THE SAME WAY AS KING, I MEAN. U.S.C., I
15 MEAN, SO IT'S NOT AN ISSUE OF ONE OVER THE OTHER.

16

17 **SUP. MOLINA, CHAIR:** WELL, BUT THAT'S WHY IT'S A PATHETIC
18 RESPONSE, SIR.

19

20 **BART WILLIAMS:** IF I MAY RESPOND. IF I MAY RESPOND, WITH YOUR
21 BLESSING.

22

23 **SUP. MOLINA, CHAIR:** PLEASE.

24



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1 **BART WILLIAMS:** THE REASON WHY IT IS IMPORTANT IS THAT THE
2 DOCTORS WHO ARE WORKING AT DREW HAVE THE-- WEAR THESE TWO
3 HATS. I'M NOT SAYING THAT THAT'S THE SILVER BULLET THAT IS
4 GOING TO SOLVE THE PROBLEM BUT WHAT I WAS RESPONDING TO WAS
5 THE NOTION THAT THE RESPONSIBILITY IS BEING SHIRKED BY DREW...

6

7 **SUP. MOLINA, CHAIR:** NO, IT'S NOT.

8

9 **BART WILLIAMS:** ...OR ITS PHYSICIANS. IF DREW, FOR EXAMPLE,
10 ATTEMPTS TO TRY TO REPRIMAND PHYSICIANS FOR THEIR FAILURES AND
11 THOSE PHYSICIANS ARE BEING PAID BY THE COUNTY AND NOT BY DREW,
12 THERE IS A DIFFICULTY IN LEADERSHIP, THERE'S NO QUESTION ABOUT
13 IT. BUT WHAT I WANT TO SAY HERE TODAY IS THAT WE WANT TO TEAM
14 WITH THE COUNTY AND D.H.S. WE BELIEVE WE WANT TO WORK
15 TOGETHER. WE BELIEVE THAT WE'RE ON THE PATH TO RIGHTING THE
16 SHIP AND WE BELIEVE THAT, IF THE SUPERVISORS, IF D.H.S. ARE
17 GOING TO BE DISTRACTED BY EACH AND EVERY BAD PATIENT CASE, WE
18 BELIEVE THAT WE WILL TAKE OUR EYES OFF THE BALL. BY
19 DEMONSTRABLE OBJECTIVE MEASURES, THERE ARE IMPROVEMENTS THAT
20 ARE OCCURRING AT THAT HOSPITAL, THE AMOUNT OF TIME THAT IT
21 TAKES PEOPLE TO GET INTO SURGERY, THE NUMBER OF DOCTORS WHO
22 ARE...

23

24 **SUP. MOLINA, CHAIR:** BUT THESE ARE NOT GUINEA PIGS WAITING
25 AROUND FOR THIS IMPROVEMENT.



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1

2 **BART WILLIAMS:** OF COURSE NOT.

3

4 **SUP. MOLINA, CHAIR:** I MEAN, SO, WAIT A MINUTE. I MEAN, WE
5 DON'T HAVE MUCH TIME HERE. EVERY SINGLE DAY IS SOMETHING TO
6 WORRY ABOUT. I AM SAYING TO YOU RIGHT NOW, IF MY MOTHER NEEDED
7 TO BE HOSPITALIZED AND THIS IS WHERE THEY WERE TAKING HER, I
8 WOULD GET THERE AS QUICKLY AS POSSIBLE AND GET HER THE HELL
9 OUT OF THERE. I DO NOT TRUST THE PATIENT CARE THERE.

10 CONSEQUENTLY, THAT CONCERNS ME ABOUT EVERY SINGLE PATIENT. IT
11 SEEMS TO ME THAT THE DREW BOARD NEEDS TO OPERATE WITHIN THE
12 SAME FRAMEWORK, THAT SAYING IF IT'S YOUR MOM, IF IT'S YOUR
13 CHILD THAT IS GOING INTO THIS HOSPITAL, DOES IT PROVIDE THE
14 LEVEL OF QUALITY THAT I WOULD TRUST? AND I'M NOT SO SURE
15 YOU'RE ABLE TO TELL ME THAT TODAY.

16

17 **BART WILLIAMS:** SUPERVISOR MOLINA, WE TAKE FULL RESPONSIBILITY
18 FOR THE PHYSICIANS WHO ARE ON THE FACULTY AT DREW UNIVERSITY.
19 WE BELIEVE THAT IT HAS A FINE STAFF. EACH AND EVERY ONE OF THE
20 STUDENTS WHO COMES TO DREW IS A STUDENT WHO IS ADMITTED AT THE
21 U.C.L.A. PROGRAM. THEY ARE QUALIFIED PEOPLE. THE DIVERSE
22 PEOPLE WHO ARE THE RESIDENTS, THE TRAINEES, AND THE STAFF
23 PHYSICIANS...

24



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1 **SUP. MOLINA, CHAIR:** SIR, I THINK YOU NEED TO TALK TO FORMER
2 RESIDENTS.

3

4 **BART WILLIAMS:** I HAVE. I HAVE, MA'AM.

5

6 **SUP. MOLINA, CHAIR:** I THINK YOU NEED TO TALK TO YOUR OWN
7 RESIDENTS.

8

9 **BART WILLIAMS:** I HAVE.

10

11 **SUP. MOLINA, CHAIR:** THEN WHAT HAPPENED THAT DAY? WHY CANNOT
12 RESIDENTS NOT GO TO YOU? WHEN THERE ARE THREE OF THEM IN AN
13 OPERATING ROOM WITH NO ATTENDING PHYSICIAN, WHY CAN'T THEY GO
14 TO YOU AND TELL YOU THAT THERE IS SOMETHING IS WRONG.

15

16 **BART WILLIAMS:** LET ME RESPOND TO THE NOTION THAT YOU HAD A FEW
17 MOMENTS AGO ABOUT THE ANESTHESIOLOGIST NOT SHOWING UP. IF
18 YOU'RE GOING TO RAISE THE NOTION OF HOW THE FOLKS ARE
19 RESPONDING, LET ME SAY THAT, IN THAT PARTICULAR INSTANCE, THE
20 ONE THAT WAS IN THE PAPER, THERE WAS A RESPONSE BY THE
21 ANESTHESIOLOGIST. THE ANESTHESIOLOGIST WAS CALLED OFF IN THAT
22 PARTICULAR INSTANCE BECAUSE AN OPEN TUBE HAD ALREADY BEEN
23 CREATED, THERE ALREADY WAS A PASSAGE, AN AIRWAY. SO, I THINK,
24 I THINK THE...

25



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1 **SUP. MOLINA, CHAIR:** THERE IS ONE IN WHICH THERE WAS NO
2 RESPONSE, SIR.

3

4 **BART WILLIAMS:** ...I THINK THE...

5

6 **SUP. MOLINA, CHAIR:** YES, THERE...

7

8 **BART WILLIAMS:** THERE WAS ONE WHERE THERE WAS A REPORT IN THE
9 LOS ANGELES TIMES THAT THERE WAS NO RESPONSE AND WHAT I'M
10 SHARING WITH YOU...

11

12 **SUP. MOLINA, CHAIR:** WELL, GUESS WHAT, THE L.A. TIMES DOESN'T
13 HAVE ALL OF THE INFO BUT YOU SHOULD HAVE IT BECAUSE THEY'RE
14 YOUR DOCS.

15

16 **BART WILLIAMS:** AND WHAT I WAS TRYING TO DO WAS TO RESPOND WITH
17 SOME OF SUBSTANTIVE REACTION. LOOK...

18

19 **SUP. ANTONOVICH:** BUT YOU HAD ONE DOCTOR THAT, WHAT, \$500,000 A
20 YEAR AND ONLY PERFORMED TWO OR THREE SURGERIES.

21

22 **BART WILLIAMS:** I BELIEVE THAT THERE IS NO EXCUSE FOR THE
23 PARTICULAR DOCTORS WHO ARE TAKING ADVANTAGE OF THE SITUATION
24 AND I'M NOT HERE TO EXCUSE THEM, AND WE WANT TO BE PART OF
25 THAT SOLUTION. I DID WANT TO ASK IF DR. DOWLING COULD MAKE ONE



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1 OR TWO POINTS THAT HE HAD ASKED IN THE TIME THAT MR. MAJORKAS
2 WAS GOING TO BE HEARD. IF WE MAY.

3

4 **SUP. MOLINA, CHAIR:** SURE. DR. DOWLING, YOU DIDN'T SIGN UP BUT
5 I UNDERSTAND MS. BURKE WOULD LIKE YOU TO SPEAK.

6

7 **BART WILLIAMS:** HE ACTUALLY DID...

8

9 **SUP. MOLINA, CHAIR:** WE ALSO HAVE ALEJANDRO MAYORKAS, ARE THEY
10 NOT GOING TO SPEAK?

11

12 **BART WILLIAMS:** RIGHT, MR. MAYORKAS IS NOT.

13

14 **SUP. MOLINA, CHAIR:** AND DR. WILLOCK, ARE THEY NOT GOING TO
15 SPEAK?

16

17 **BART WILLIAMS:** THAT'S RIGHT.

18

19 **SUP. MOLINA, CHAIR:** ALL RIGHT. DR. DOWLING, PLEASE.

20

21 **DR. PATRICK DOWLING:** THANK YOU, GOOD MORNING, MADAM CHAIR AND
22 MEMBERS OF THE BOARD. I'M DR. PATRICK DOWLING, I AM PROFESSOR
23 AND CHAIRMAN OF THE DEPARTMENT OF FAMILY MEDICINE AT U.C.L.A.
24 AND I'M A MEMBER OF THE NEW DREW BOARD. I'M ALSO PROUD TO SAY
25 THAT, FOR THE PAST FIVE YEARS, I'VE SERVED AS COMMISSIONER OF



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1 HEALTH FOR THE FOURTH DISTRICT IN SUPERVISOR KNABE. I HAVE A
2 PREVIOUS HISTORY OF 20 YEARS OF WORKING IN COUNTY HOSPITALS IN
3 CHICAGO AND L.A. AS A MEDICAL EDUCATOR. FOR THE PAST 15 YEARS,
4 I'VE WORKED WITH DREW STUDENTS IN THE INNER CITY NEIGHBORHOODS
5 OF WILMINGTON AND NOW VAN NUYS. I WANT TO MAKE A COUPLE OF
6 COMMENTS, AN OBSERVATION, A BRIEF RECOMMENDATION AND, LIKE
7 EVERYONE ELSE, I WANT TO BE PART OF THE SOLUTION. FIRST, I
8 WOULD SAY THAT, IN EVERY DAY, IN EVERY HOSPITAL IN L.A.
9 COUNTY, ACUTELY ILL PATIENT DIE. THE QUESTION IS, WAS
10 SOMETHING DONE WRONG OR NOT? IN EVERY HOSPITAL I'VE EVER BEEN
11 IN, THERE'S A MONTHLY REVIEW CALLED AN M AND M, MORBIDITY AND
12 MORTALITY REPORT. YOU CALL THE PEOPLE IN, YOU GO OVER THE CASE
13 AND DID SOMEONE DROP THE BALL? THAT'S HOW IT'S DONE. THAT'S
14 CALLED A PEER REVIEW, SUBJECTIVE...

15

16 **SUP. MOLINA, CHAIR:** BUT LET'S UNDERSTAND, THAT SAME WEEKEND,
17 SEVEN PEOPLE DIED. THREE OF THEM WERE THE PROBLEM. SO WE
18 UNDERSTAND THAT PEOPLE DIE IN HOSPITALS.

19

20 **DR. PATRICK DOWLING:** WELL, WE NEED AN OBJECTIVE REVIEW. THE
21 L.A. TIMES IS A GREAT NEWSPAPER BUT IT'S NOT A MEDICAL
22 JOURNAL. I WOULD LIKE TO SEE AN OBJECTIVE REVIEW.

23

24 **SUP. YAROSLAVSKY:** WELL, WE HAVE SEEN SOME OF THE MEDICAL
25 INFORMATION, DR. DOWLING, AND...



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1

2 **SUP. MOLINA, CHAIR:** WE'VE SEEN THOSE REVIEWS.

3

4 **SUP. YAROSLAVSKY:** ...THAT'S-- MY RECOMMENDATION IS, SINCE YOU
5 HAVEN'T SEEN IT...

6

7 **SUP. MOLINA, CHAIR:** YOU SHOULD.

8

9 **SUP. YAROSLAVSKY:** ...YOU MIGHT-- IT IS TRUE THAT PEOPLE DIE IN
10 HOSPITALS ALL THE TIME. THE QUESTION IS, WHY DID THEY DIE?

11

12 **DR. PATRICK DOWLING:** ABSOLUTELY.

13

14 **SUP. YAROSLAVSKY:** AND EVEN THEN, EVEN IF, AS MAY BE THE CASE,
15 THEY WOULD HAVE DIED ANYWAY, THEN THE QUESTION IS, WHAT WERE--
16 AFTER AN EVALUATION OF THE PROCESSES, WERE THE PROCESSES
17 ADHERED TO? I DOUBT IF, AT U.C.L.A., I SHOULDN'T SAY WHAT
18 HAPPENS AT U.C.L.A., I KNOW IT'S A BIG HOSPITAL, BUT HOW MANY
19 TIMES IN YOUR MEMORY DID A NURSE PROGRAM THE HEART MONITOR TO
20 MAKE IT INAUDIBLE SO THAT, WHEN IT FLAT LINED, SHE WOULDN'T
21 HEAR IT? DO YOU KNOW OF ANY SUCH CASE AT U.C.L.A.?

22

23 **DR. PATRICK DOWLING:** NO, I DO NOT.

24



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1 **SUP. YAROSLAVSKY:** WE KNOW OF SEVERAL HERE AND THAT'S WHERE IT
2 STARTS.

3

4 **DR. PATRICK DOWLING:** THAT'S WORRISOME. SECOND OBSERVATION I
5 WOULD MAKE IS WHAT'S CALLED THE INVERSE CARE LAW AND THAT IS
6 THE AVAILABILITY OF QUALITY MEDICAL CARE VARIES INVERSELY TO
7 NEED. WE HAVE 25,000 PHYSICIANS IN L.A. COUNTY BUT POOR
8 NEIGHBORHOODS LACK THEM. I HAVE A MAP JUST OUT OF OSHWOOD
9 YESTERDAY. IT SHOWS THE POVERTY TRACT BY CENSUS TRACT,
10 LOCATION OF THE PHYSICIANS, JUST THE INVERSE. ERGO THE NEED
11 FOR A TEACHING HOSPITAL IS CRUCIAL. THERE'S TWO PRODUCTS. IT'S
12 SUPPOSED TO GIVE HIGH QUALITY CARE WHILE YOU'RE THERE AND THE
13 GRADUATES ARE SUPPOSED TO POPULATE THE NEIGHBORHOODS. AS DR.
14 ROSS SAID, DREW STUDENTS GO, IN A MUCH HIGHER PERCENTAGE, INTO
15 INNER CITY NEIGHBORHOODS. IT'S AN IMPORTANT THING AND WE ALSO
16 TRAIN MANY OTHER HEALTH PROFESSIONALS OVER THERE, KIDS FROM
17 THE NEIGHBORHOODS GO TO WORK IN THESE COMMUNITIES. VERY
18 IMPORTANT ROLE. THIRD THING I WOULD SAY, THE RECOMMENDATION, I
19 DON'T KNOW MR. LOTT. I CAME UP WITH THIS INDEPENDENTLY. I SAID
20 HIRE A TEAM OF HOSPITALISTS TO COVER THE SICKEST PATIENTS,
21 THESE PHYSICIANS WHO SPECIALIZE IN THE CARE OF HOSPITALIZED
22 PATIENTS ONLY, RAISE THE QUALITY OF MEDICAL CARE RECEIVED BY
23 THE PATIENTS. UNIQUELY I JUST LEARNED THIS, THEY ALSO ELEVATE
24 THE LEVEL OF NURSING CARE BECAUSE THEY CHECK EVERYTHING. OKAY?
25 NOW THEY'RE BEING USED AND TRAINED AT U.C.L.A. AT SANTA



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1 MONICA, U.C.L.A., THAT LITTLE COMPANY AT TORRANCE MEMORIAL AND
2 U.C.S.F. THEY'RE YOUNG, WELL-TRAINED PHYSICIANS RIGHT OUT OF
3 TRAINING. YOU BRING THEM IN. I THINK THIS IS THE INTERIM
4 SOLUTION, ASSIGN THEM TO YOUR SICKEST PATIENT. THEY ALSO TEACH
5 AS A WAY TO PUT THAT GUIDE RAIL UP RIGHT AWAY. IT MAY BE THE
6 QUICK SOLUTION. IT'S NOT THAT EXPENSIVE TO DO. IT RAISES THE
7 LEVEL OF CARE.

8

9 **SUP. BURKE:** MAY I JUST ASK, DR. DOWLING, HAVE YOU HAD ANY
10 DISCUSSION WITH DR. LEVY IN TERMS OF THE RELATIONSHIP OF
11 U.C.L.A. TO DREW? ONE OF THE SUGGESTIONS IS THAT THE TRAINING
12 PROGRAM AT DREW SHOULD BE TAKEN OVER BY U.C.L.A. HAVE YOU HAD
13 ANY DISCUSSIONS WITH DR. LEVY OR DO YOU HAVE ANY IDEA OF WHAT
14 THE SITUATION WOULD BE OR THE POTENTIAL FOR THAT?

15

16 **DR. PATRICK DOWLING:** I'VE HAD SEVERAL DISCUSSIONS WITH DR.
17 LEVY, INCLUDING ONE THIS MORNING AND IT IS THE U.C.L.A.
18 POSITION THAT WE DO NOT HAVE THE RESOURCES, ABILITY, THE
19 DESIRE TO TAKE ON ANOTHER PUBLIC HOSPITAL. WE HAVE OUR HANDS
20 FULL WITH OUR OWN UNIVERSITY HOSPITAL, AS WELL AS HARBOR-
21 U.C.L.A. AND OLIVE VIEW, U.C.L.A. WE WANT TO BE PART OF THE
22 SOLUTION. WE DO NOT HAVE THE ABILITY TO TAKE ON...

23

24 **SUP. BURKE:** BUT I HOPE WE CAN CALL ON PEOPLE AT U.C.L.A. I
25 KNOW THAT U.C.L.A. HAS EXPRESSED AN INTEREST IN PARTICIPATING



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1 AND, IF WE CAN CALL ON SOME OF THE PHYSICIANS THERE WHO HAVE
2 THE EXPERTISE, IF THEY ARE WILLING TO COME AND TO ASSIST IN
3 SOME WAY.

4

5 **DR. PATRICK DOWLING:** ABSOLUTELY, WE'RE WILLING TO HELP IN ANY
6 WAY WE CAN. SIT DOWN WITH DR. GARTHWAITE. ANY DISCUSSION, WE
7 WANT TO BE PART OF THE SOLUTION. THIS IS A PROBLEM FOR THE
8 ENTIRE COMMUNITY. WE HAVE OUR STUDENTS THERE EVERY DAY. WE
9 BELIEVE STRONGLY IN THIS AND WE WANT TO FIX THE PROBLEM.

10

11 **SUP. BURKE:** AND YOU TRAINED THE HOSPITALISTS? IS THAT IT? YOU
12 AND SAN FRANCISCO?

13

14 **DR. PATRICK DOWLING:** WE TRAIN THEM AT U.C.L.A. NOW AND THEN WE
15 HIRE THEM, WE USE THEM IN OUR UNIVERSITY HOSPITALS SO WE
16 BELIEVE-- I'M WORKING WITH THEM. WE GET ACUTELY SICK PATIENTS.
17 WE SAY, "YOU TAKE CARE OF THEM." THAT'S ALL THEY DO. THEY GET
18 THEM IN AND OUT BUT THEY ENSURE UNIFORMITY. THAT'S-- THEIR
19 WHOLE ROLE IS JUST SICK PATIENTS. IT'S A NEW SPECIALTY.

20

21 **SUP. MOLINA, CHAIR:** DR. DOWLING, I'M GOING TO GIVE YOU THE
22 CHARTS THAT I HAVE. YOU'RE A DOCTOR AND I THINK THERE'S
23 CONFIDENTIALITY THERE. I'M GOING TO ASK YOU AND YOUR BOARD TO
24 LOOK AT THESE AND THEN I WANT YOU, AGAIN, CONFIDENTIALLY, TO
25 WRITE BACK TO ME AND TO TELL ME HOW WE'RE GOING TO FIX WHAT WE



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1 HAVE. THERE ARE MANY, MANY PROBLEMS: OF COMMUNICATION, OF
2 RESPONSIBILITY, OF ETHICS, OF DUTY AND I THINK THAT THE ONLY
3 WAY THAT I CAN TRUST THAT THE DREW BOARD IS BEING RESPONSIVE
4 IS BY GIVING ME THAT CONFIDENCE THAT THEY EVEN LOOK AT THESE
5 THINGS, THAT THEY EVEN UNDERSTAND THE MAGNITUDE OF WHAT WE'RE
6 LOOKING AT. YOU AND I HAVE TALKED BEFORE, AND I HAVE BEEN VERY
7 WORRIED, SO I CAN ONLY-- I WILL SHARE WITH YOU AND I THINK
8 IT'S APPROPRIATE, LEGALLY, IF I CAN, I'LL ASK, BUT THEY ARE
9 YOUR PATIENTS AS MUCH AS THEY ARE MY PATIENTS. AND I THINK YOU
10 NEED TO LOOK AT THOSE MEDICAL RECORDS. I THINK YOU NEED TO
11 LOOK AT THOSE CHARTS, I THINK YOU NEED TO LOOK AT THOSE
12 CONSEQUENCES AND I THINK YOU ALL NEED TO TELL US WHAT YOU'RE
13 GOING TO DO BECAUSE IT IS HARD FOR ME TO UNDERSTAND THAT YOU
14 UNDERSTAND THE COMPLEXITY OF WHAT WE ARE DEALING WITH. I
15 UNDERSTAND YOU ATTRACT A LOT OF RESEARCH DOLLARS. IN FACT, I'M
16 CONCERNED ABOUT IT BECAUSE MAYBE YOUR FOCUS IS DOING OTHER
17 THINGS INSTEAD OF PAYING ATTENTION TO PATIENT CARE, YOU KNOW?
18 THE MISSION IS TO PROVIDE PATIENT CARE AND TO PROVIDE WELL
19 TRAINED, SUPERVISED RESIDENTS IN ORDER TO ASSIST US. AND SO I
20 THINK I HAVE A DUTY AND YOU HAVE A DUTY AS WELL. IF I AM GOING
21 TO BE ABLE TO APPRECIATE AND RESPECT THE KIND OF EFFORTS THAT
22 YOU'RE UNDERTAKING, I WANT YOU TO RESPOND TO THOSE CHARTS AND
23 TELL ME WHAT I CAN EXPECT FROM DREW IN LIGHT OF THOSE ISSUES.
24 I WISH IT WERE JUST ONE DEATH OR IT'S, YOU KNOW, SOMETIMES IT
25 HAPPENS BUT THIS IS SO FRUSTRATING AND SO PERPLEXING TO ME



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1 THAT I HAVE TO TELL YOU THAT IT'S HARD TO TRUST THAT I WOULD
2 ALLOW MY MOTHER TO STEP INTO THAT HOSPITAL TODAY BECAUSE I
3 WOULD BE NERVOUS ABOUT THE QUALITY OF CARE THAT SHE MAY
4 RECEIVE. AND THAT'S NOT A GOOD THING FOR ME TO BE SAYING BUT
5 IT IS AN HONEST THING.

6

7 **SUP. BURKE:** MADAM CHAIR, IS IT POSSIBLE FOR THE DREW BOARD TO
8 SEE SOME OF THOSE, TO MAKE THOSE AVAILABLE TO THEM?

9

10 **SUP. MOLINA, CHAIR:** IF SOME PEOPLE CAN LEAK INFORMATION, I
11 CAN, TOO.

12

13 **SUP. BURKE:** WELL, LET'S HEAR FROM THE COUNTY COUNSEL BECAUSE I
14 THINK IT'S A GOOD IDEA. I THINK THEY SHOULD HAVE ACCESS TO IT.

15

16 **RAY FORTNER:** MADAM CHAIR, MEMBERS OF THE BOARD, WE WOULD
17 PROPOSE STRUCTURING ANY KIND OF RELEASE OF DOCUMENTS LIKE THAT
18 THROUGH-- WE'LL WORK WITH D.H.S. AND THROUGH THE PEER REVIEW
19 COMMITTEE...

20

21 **SUP. MOLINA, CHAIR:** I'M NOT OFFERING IT TO-- I'M JUST OFFERING
22 IT TO DR. DOWLING AS A DOCTOR AND WHO'S RESPONSIBLE...

23



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1 **RAY FORTNER:** EVEN THAT RELEASE, MADAM CHAIR, WE WOULD PROPOSE
2 FOLLOWING IN THAT MANNER RATHER THAN HAVING IT COME DIRECTLY
3 FROM YOU TO ENSURE THAT WE DON'T RELEASE ANY CONFIDENTIAL...

4

5 **SUP. MOLINA, CHAIR:** YEAH, THEN THERE'S THAT OTHER WAY...

6

7 **SUP. BURKE:** WELL, THERE'S PLENTY OF LEAKING GOING ON HERE. I
8 MEAN, I THINK THAT IT LEAKS SO FAST, YOU CAN HARDLY GET IT OUT
9 BEFORE SOMEONE...

10

11 **SUP. MOLINA, CHAIR:** I HATE THIS BUREAUCRACY. WE'LL FIND A WAY
12 TO GET IT TO YOU, DOCTOR, AND I HOPE THAT YOU WILL RESPOND TO
13 ME. THANK YOU SO MUCH FOR YOUR TESTIMONY. I APPRECIATE THE HOT
14 SEAT YOU'RE ON BUT UNDERSTAND WE ARE, TOO, SO APPRECIATE THAT
15 AS WELL. NEXT WE HAVE KATHY OCHOA, RICHARD VELLOZ, AND CELES
16 KING, IF THEY WOULD JOIN US, AS WELL AS TIMOTHY WATKINS.
17 KATHY, WHY DON'T YOU BEGIN?

18

19 **KATHY OCHOA:** SURE. GOOD MORNING, SUPERVISORS. MY NAME IS KATHY
20 OCHOA. I'M HERE REPRESENTING SERVICE EMPLOYEES UNION LOCAL 660
21 AND I THINK MY ITEM MORE CLEARLY COMES UNDER SUPERVISOR
22 YAROSLAVSKY'S PROPOSAL. SUPERVISORS, THE HOSPITAL ADVISORY
23 BOARD HAS BEEN ASSEMBLED AND HAS HELD ITS FIRST MEETING BUT
24 HAS NOT YET ENGAGED IN THE WORK OF HOSPITAL OVERSIGHT. I URGE
25 THE HOSPITAL ADVISORY BOARD TO MOVE AT AN ACCELERATED PACE.



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1 HOWEVER, IT IS PRUDENT TO EXAMINE, FIVE MONTHS INTO THE
2 MANAGEMENT CONTRACT, WHETHER NAVIGANT INCORPORATED IS MOVING
3 IN THE DIRECTION THAT WILL IMPROVE PATIENT SAFETY AT KING DREW
4 MEDICAL CENTER. WE BELIEVE THAT THE ANSWER AT THE END OF THE
5 DAY WILL BE IN THE AFFIRMATIVE. HOWEVER, THERE ARE SOME
6 SPECIFIC QUESTIONS THAT HAVE BEEN RAISED BY EMPLOYEES AT THE
7 KING DREW MEDICAL CENTER. NUMBER ONE, THE REPORTING OF PATIENT
8 INCIDENTS AND DEATHS. THERE IS AN ORGANIZED PROTOCOL THROUGH
9 WHICH INCIDENTS RESULTING IN MORBIDITY AND MORTALITY SHOULD BE
10 EXAMINED, DEVELOPED BY J.C.A.H.O. AND KNOWN AS THE ROOT CAUSE
11 ANALYSIS FOR SENTINEL EVENTS. HAS THIS PROCESS BEEN USED IN
12 EACH OF THE INCIDENTS INVOLVED? AND WITH WHAT RESULT? THE
13 SENTINEL EVENT REPORTING IS INTENDED TO ADDRESS SYSTEMIC
14 PROBLEMS THAT LEAD TO BAD OUTCOMES FOR PATIENTS. COMMUNICATION
15 AND IMPLEMENTATION ARE RECOMMENDED CHANGES RELATED TO THIS
16 ANALYSIS IS ESSENTIAL. WE THINK IT'S MISSING AT THIS POINT. WE
17 QUESTION WHETHER NAVIGANT HAS COME TO GRIPS WITH THE ACTUAL
18 IMPLEMENTATION OF CHANGE DESPITE THE PASSAGE OF A SIGNIFICANT
19 PERIOD OF TIME AND THE EXPENDITURE OF SIGNIFICANT FUNDS. FOR
20 EXAMPLE, THIS WONDROUS IDEA ABOUT HAVING AN INTENSIVIST OR AN
21 INTENSIVE CARE SPECIALIST ON BOARD NOW RAISED BY TWO OF THE
22 PREVIOUS SPEAKERS IS IMBEDDED IN THE NAVIGANT RECOMMENDATIONS,
23 REMEMBER? I READ THE 1,000. I URGE YOU TO DO THE SAME. YOU'VE
24 ALREADY PAID FOR THAT PIECE OF ADVICE. IT'S BEEN GIVEN TO YOU.
25 WHY AREN'T WE MOVING ON IT? I MEAN, I THINK THAT'S THE



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1 QUESTION THAT WE NEED TO BE ASKING HERE. THE CHIEF EXECUTIVE,
2 GLORIA, I CAN'T AGREE WITH YOU MORE, THAT IT WOULD BE
3 WONDERFUL IF DR. GARTHWAITE SPENT-- HAD AN OFFICE AND A
4 PARKING SPACE AND WAS AT THE HOSPITAL ON A REGULAR BASIS.
5 WITHOUT QUESTION, A MISSING FACTOR AT KING DREW IS A
6 PERMANENT, FULL-TIME CHIEF EXECUTIVE WHO CAN TAKE
7 RESPONSIBILITY FOR THE INTEGRATION OF MANY DIFFERENT THREADS
8 NEEDED TO WEAVE A SOLUTION TO THE PROBLEMS THAT WE FACE.
9 SURPRISINGLY, LITTLE EFFORT APPEARS TO HAVE BEEN EXTENDED,
10 DURING THESE PAST FIVE MONTHS, TOWARD ATTRACTION AND RETENTION
11 OF A FULL-TIME C.E.O. THIS IS AN OBSERVATION THAT ON-SITE
12 LEADERSHIP SHOULD BE SEEN AS HAVING A LONG-TERM INVESTMENT IN
13 THE HOSPITAL. ONLY COMMITTED LEADERSHIP, AS IN ANY
14 ORGANIZATION, WILL COMMAND THE RESPECT AND ATTENTION OF ALL
15 AUDIENCES, INCLUDING THE EMPLOYEES. AND, FINALLY, THREE,
16 PERMANENT MANAGERS. FIVE MONTHS INTO THE NAVIGANT CONTRACT, WE
17 NOT ONLY HAVE LITTLE MOVEMENT IN THE DIRECTION OF A PERMANENT
18 C.E.O., WE HAVE CONTINUED TO IMPORT INTERIM MANAGERS FROM
19 DIFFERENT-- DISTANT LOCATIONS, ALTERNATIVES THAT SHOULD BE
20 USED INCLUDE (A) RECRUITING FROM THE LOCAL MARKET; (B) TAKING
21 ADVANTAGE OF MANAGEMENT AT OTHER COUNTY FACILITIES WHO MAY BE
22 ABLE TO MENTOR PROSPECTS AT KING DREW OR (C) EVALUATING
23 WHETHER MANAGEMENT POSITIONS CAN BE CONSOLIDATED, MOVED FROM
24 DOWNTOWN LOCATIONS TO THE HOSPITAL OR OTHERWISE RECONFIGURED.
25 IN SUM, EMPLOYEES ARE REFLECTING THE SAME CONCERNS THAT WILL



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1 BE FOUND IN THE GENERAL PUBLIC, INCLUDING THE PROCESS FOR
2 ACTING ON PATIENT INCIDENTS, WHICH ARE TRAGIC. WE URGE YOU TO
3 GET AT THE ROOT OF THESE SEVERE BREACHES OF PATIENT PRIVACY SO
4 THAT YOU ARE THE ONES WHO TALK TO THE PRESS ABOUT THE PACE OF
5 CHANGE OR THE LACK THEREOF AND DON'T FEEL COMPELLED TO ANSWER
6 TO OUR PULITZER PRIZE WINNERS AMONG US. THESE PATIENT
7 TRAGEDIES DESERVE RESPECT THROUGH ATTENTION TO THEIR
8 SYSTEMATIC CAUSE, RECRUITMENT OF A PERMANENT CHIEF EXECUTIVE,
9 AN ARRANGEMENT OF MANAGERIAL STAFF IN A MANNER THAT WILL
10 PROVIDE FOR CONTINUITY. THANK YOU.

11

12 **SUP. MOLINA, CHAIR:** THANK YOU, MISS OCHOA. MR. VELLOZ?

13

14 **RICHARD A. VELLOZ:** THANK YOU, MADAM CHAIR, MEMBERS OF THE
15 BOARD. I AM A NEW BOARD MEMBER OF DREW UNIVERSITY, THE BOARD
16 OF TRUSTEES. I ALSO HAVE OVER 30 YEARS WORKING ON HEALTHCARE
17 DELIVERY SYSTEMS FOR THE HARD-TO-REACH AND VULNERABLE
18 POPULATIONS HERE IN LOS ANGELES AS WELL AS OTHER PLACES AND
19 WAS ONE OF THE PEOPLE WHO HELPED BEGIN THE TRAINING PROGRAM
20 FOR THE FAMILY PRACTICE RESIDENCY AT WHITE MEMORIAL MEDICAL
21 CENTER, WHICH HAS BEEN A SUCCESSFUL RESIDENCY. I WAS ASKED TO
22 BE ON THE BOARD AND I READILY ACCEPTED BECAUSE I BELIEVE VERY
23 STRONGLY THAT THE TRAINING AND THE EFFORTS THE UNIVERSITY HAS
24 MADE OVER THE YEARS TO PROVIDE MINORITY AS WELL AS OTHER
25 TRAINEES FOR OUR POPULATION IS VERY IMPORTANT. I'M A C.E.O. OF



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1 A COMMUNITY CLINIC IN SOUTH LOS ANGELES CALLED THE SOUTH
2 CENTRAL FAMILY HEALTH CENTER. TWO OF THE GRADUATES FROM DREW
3 WORK FOR ME. EXCELLENT PRACTITIONERS. EXCELLENT TRAINING. I
4 THINK THE TYPE OF TRAINING YOU CAN GET FROM AN INNER CITY LIKE
5 THIS, AN INNER CITY TRAINING INSTITUTION IS BEYOND COMPARE. I
6 WOULD LIKE TO JUST SUPPORT THAT WE LOOK AT EVERYTHING THE
7 UNIVERSITY CAN DO AND, AS A NEW MEMBER OF THE BOARD OF
8 TRUSTEES, I'M GOING TO WORK HARD WITH BOTH THE BOARD CHAIR AS
9 WELL AS OTHERS TO ENSURE THAT WE DO CONTINUE WITH THIS TYPE OF
10 TRAINING. THANK YOU.

11

12 **SUP. MOLINA, CHAIR:** THANK YOU, MR. VELLOZ. NEXT WE HAVE DR.
13 GENEVIEVE CLAVREUL AND DR. ERNIE SMITH. MR. KING.

14

15 **CELES KING IV:** GOOD AFTERNOON, BOARD MEMBERS. IT KIND OF PAINS
16 ME TO BE HERE TODAY BECAUSE OF WHAT I HAVE TO SAY. I HAVE
17 TALKED WITH MY STATE CHAIR, THE CONGRESS OF RACIAL EQUALITY OF
18 CALIFORNIA, AND OUR BOARD OF DIRECTORS AND WE HAVE COME TO THE
19 CONCLUSION THAT CHARLES R. DREW UNIVERSITY DOES NOT FUNCTION
20 IN A MANNER THAT IS SUFFICIENT TO BE ABLE TO MAINTAIN A
21 QUALITY OF CARE THAT IS NECESSARY AT THE HOSPITAL. OUR FIRST
22 CONCERN IS TO SAVE THIS HOSPITAL BECAUSE THIS HOSPITAL IS
23 DIRELY NEEDED, NOT ONLY IN SOUTH CENTRAL BUT IN THE TOTAL
24 COMMUNITY IN TERMS OF LOS ANGELES AND THE COUNTY. WHAT WE HAVE
25 HERE IS WE HAVE A SITUATION WHERE, IN THE PAST, IT DID PRODUCE



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1 QUALITY PEOPLE, QUALITY PRODUCTS AND QUALITY PHYSICIANS. THERE
2 IS NO DOUBT ABOUT THAT. THEY TALK ABOUT THE PROBABILITY OF THE
3 GRADUATES GOING BACK TO MINORITY COMMUNITIES. WE AGREE. THEY
4 PROBABLY DO. HOWEVER, MOST OF THOSE GRADUATES DO NOT COME BACK
5 TO OUR PARTICULAR COMMUNITY IN LOS ANGELES COUNTY, SUCH AS A
6 WHOLE. ONE OF THE REASONS IS, IS THAT A MAJORITY OF THE PEOPLE
7 WHO ARE IN THAT UNIVERSITY ARE NOT FROM THIS AREA. THEY ARE
8 FROM OTHER AREAS, NOT ONLY OF THE COUNTRY, BUT OF THE WORLD.
9 ALL RIGHT. FINE. THE OTHER THING IS, THERE SEEMS TO BE SOME
10 FALLACY HERE THAT'S GOING ON THAT THIS BOARD HAS CHANGED. WHAT
11 HAPPENED IS, IS THE BOARD WAS DOWNSIZED AS A MICROCOSM OF THE
12 ORIGINAL BOARD BUT WHO THEY GOT RID OF WERE PEOPLE THAT WERE
13 IN THE COMMUNITY AND SOME OTHER KINDS OF THINGS AND THEY
14 CREATED THIS LITTLE CORE GROUP AND THIS CORE GROUP THAT EXISTS
15 HAS NOW DONE WHAT? THEY'VE GONE OUT AND, SURE, THEY'VE GOT
16 SOME MORE PEOPLE WHO ARE SUPPOSEDLY BLUE RIBBON PEOPLE AND
17 THEY DO A LOT OF TALK BUT TALK DOES NOT PRODUCE. MY
18 GRANDFATHER TOLD ME ONCE, HE SAID, "YOU KNOW, I SEE A WHOLE
19 LOT BETTER THAN I HEAR AND WHAT WE SEE HERE IS THAT THERE IS
20 NO PRODUCTION." IN TERMS OF NAVIGANT, WE THINK THAT NAVIGANT
21 IS DOING A REASONABLE JOB. WE THINK THAT THEY ARE DOING AS
22 WELL AS THEY CAN UNDER THE CIRCUMSTANCES. WE ALSO THINK,
23 THOUGH, THAT THERE IS NOT ENOUGH ASSISTANCE IN TERMS OF THE
24 DEPARTMENT OF HEALTH SERVICES AND THAT THE DEPARTMENT OF
25 HEALTH SERVICES, TO SOME EXTENT, MAY BE AN IMPEDIMENT IN



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1 REGARD TO THE REGENERATION OF THIS PARTICULAR HOSPITAL. I
2 COULD GO ON AND ON. IN REGARD TO THE ADVISORY BOARD, IT WAS
3 SOME WEEKS AGO, WE SPOKE AND WE ADDRESSED THIS QUESTION. WHAT
4 DID WE SAY THEN? WE SAID THIS ADVISORY COUNCIL HAS NO
5 AUTHORITY, IT CAN'T OPERATE, IT MEETS ON A MONTHLY BASIS, IT
6 REPORTS ON A QUARTERLY BASIS AND, AS SUCH, WOULD BE
7 INEFFECTIVE. HOWEVER GREAT THESE PEOPLE ARE, HOWEVER GOOD THEY
8 ARE. IF YOU CANNOT DIRECTLY IMPLEMENT CHANGE THROUGH
9 DIRECTIVES AND HAVE AUTHORITY, YOU CAN'T DO ANYTHING. SO, YOU
10 KNOW, THE PURPOSE OF THEM BEING THERE, TO US, APPEARED TO BE
11 LIKE THEY MIGHT HAVE EVEN JUST BEEN A SCAPEGOAT OR JUST
12 SOMETHING TO MAKE IT LOOK GOOD. YOU KNOW, THE REALITY IS, IS
13 THAT THIS BOARD REALLY WANTS TO DO SOMETHING, AND WE
14 UNDERSTAND THAT IN THIS COMMUNITY AND WE WANT TO HELP YOU. WE
15 WANT TO HELP YOU TO THE EXTENT THAT WE KNOW THAT WE ARE ABLE
16 TO FIND GOOD PERSONNEL AND ASSIST WHOEVER IT IS THAT'S GETTING
17 PERSONNEL, IF THEY WANT THAT ASSISTANCE, AND WE'D BE HAPPY TO
18 DO SO. THANK YOU.

19

20 **SUP. MOLINA, CHAIR:** THANK YOU, MR. KING. [SCATTERED APPLAUSE
21]

22

23 **SUP. MOLINA, CHAIR:** MR. WATKINS?

24



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1 **TIMOTHY WATKINS:** GOOD MORNING. MY NAME IS TIMOTHY WATKINS AND
2 I AM THE EXECUTIVE DIRECTOR OF W.L.C.A.C., A COMMUNITY-BASED
3 ORGANIZATION THAT MANAGES MORE THAN 50 PROGRAMS WITH AN ANNUAL
4 BUDGET OF OVER \$20 MILLION. W.L.C.A.C. WAS FOUNDED BY MY
5 FATHER, TED WATKINS, IN 1965 FOLLOWING THE WATTS INSURRECTION
6 AND MY FATHER WORKED WITH THE MCCONE COMMISSION IN THE
7 DEVELOPMENT OF THE MCCONE COMMISSION REPORT AND IS ONE OF THE
8 COMMUNITY LEADERS THAT HELPED TO ESTABLISH THE KING DREW
9 MEDICAL CENTER. BUT TODAY, I'M HERE TO SPEAK ON BEHALF OF THE
10 MANY THOUSANDS OF MEMBERS OF THE COMMUNITY COALITION TO SAVE
11 MARTIN LUTHER KING HOSPITAL. OUR COALITION HAS BEEN WORKING TO
12 SUPPORT QUALITY, AFFORDABLE, AND COMPREHENSIVE MEDICAL
13 SERVICES FOR THE SPA 6 COMMUNITY. WE ARE INDEED FOCUSED ON
14 MARTIN LUTHER KING HOSPITAL AND REGULARLY HOLD MEETINGS TWICE
15 PER MONTH. IN THOSE MEETINGS, WE PROVIDE THE COMMUNITY WITH
16 UPDATED, ONGOING INFORMATION ABOUT THE KING DREW MEDICAL
17 CENTER AND ALL ACTIONS DISCUSSED AND ACTIONS TAKEN ABOUT KING
18 DREW MEDICAL CENTER. IN ADDITION, WE ARE NOW WORKING WITH
19 LOCAL 660, NAVIGANT, AS WELL AS THE COMMUNITY TO PROMOTE
20 COMPETENT CARE AT KING DREW. WE STRONGLY SUPPORT THE
21 ELIMINATION OF MISTAKES, ERRORS, POOR QUALITY CARE AND DEATH
22 RESULTING FROM INCOMPETENCE AND/OR LACK OF OVERSIGHT OF
23 PERSONNEL, INCLUDING INTERNS AND RESIDENTS. WE'VE INVITED
24 SUPERVISOR BURKE, NAVIGANT AND LOCAL 660 TO MEETINGS AND
25 AGREED TO ASSIST NAVIGANT WITH RELEVANT IN-SERVICE TRAINING



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1 PROMOTING EXCELLENCE AND RESPONSIBILITY AMONG HOSPITAL STAFF.
2 WE ARE WORKING WITH THE MAXINE WATERS EMPLOYMENT PREPARATION
3 CENTER AND SOUTHWEST COLLEGE TO RECRUIT AND TRAIN BOTH L.V.N.S
4 AND R.N.S TO REDUCE THE CRITICAL SHORTAGE OF NURSES AT M.L.K.
5 HOSPITAL. WE AGREE THAT THERE ARE MANY PROBLEMS THAT MUST BE
6 ADDRESSED. WE ARE NOT INTIMIDATED BY THE LOS ANGELES TIMES
7 NEWSPAPER. WE BELIEVE THEIR SCRUTINY, SURVEILLANCE AND INSIDE
8 HOSPITAL INFORMANT OPERATIONS HAVE ALL BEEN PULITZER PRIZE
9 DRIVEN AND WE BELIEVE THEIR EXTREME POSITION AND SUPPORT OF
10 CLOSING THE M.L.K. TRAUMA CENTER WAS PART OF THEIR PULITZER
11 STRATEGY, A STRATEGY THAT WAS MEANT TO REAP THE PRIZE THAT
12 ELUDED THE L.A. TIMES A FEW YEARS AGO WHEN A TIMES REPORTER,
13 CLAIRE SPIEGEL, WROTE A VERY SIMILAR THREE-PART SERIES THAT
14 WAS SUBMITTED TO THE PULITZER COMMITTEE BUT DID NOT WIN AN
15 AWARD. WE BELIEVE THAT NEITHER THE BOARD OF SUPERVISORS OR THE
16 COMMUNITY HAVE BEEN SERVED WELL BY THE L.A. TIMES OR YOUR OWN
17 DEPARTMENT OF COUNTY HEALTH SERVICES. ON THE OTHER HAND, THE
18 L.A. TIMES SEEMS TO BE IN TOTAL CONTROL OF THE DECISIONS THAT
19 ARE BEING MADE BY THE BOARD. THE L.A. TIMES HAS AN UNDERCOVER
20 OPERATION THAT SEARCHES THE INNER WORKINGS OF THE HOSPITAL AND
21 RELEASES ONLY THE FAILURES IN THE FORM OF FRONT PAGE NEWS
22 REPORTS WITHOUT PROPER INVESTIGATION. L.A. COUNTY HEALTH
23 SERVICES, LED BY DR. GARTHWAITE, REACTS WITH FIRING NOT ALWAYS
24 OF A GUILTY PARTY AND MAKES YET ANOTHER RECOMMENDATION
25 DENOUNCING THE VERY OPERATION THAT HE IS RESPONSIBLE FOR



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1 SUPERVISING, THEN THE ACCREDITATION AGENCIES AND THE FEDERAL
2 GOVERNMENT, WHO ARE NOTIFIED BY WAY OF THESE SCANDAL DESIGNED
3 ARTICLES BY THE L.A. TIMES, ARE LEFT TO TRY AND MAKE SENSE OF
4 WHAT IS GOING ON. WHEN THE L.A. TIMES APPROACH IS REJECTED BY
5 THE COMMUNITY, THE L.A. TIMES USES ITS POWERFUL NEWSPAPER TO
6 UNDERMINE AND MUZZLE ITS CRITICS. OUR COMMUNITIES WILL NOT BE
7 DETERRED...

8

9 **SUP. MOLINA, CHAIR:** PLEASE SUMMARIZE, MR. WATKINS.

10

11 **TIMOTHY WATKINS:** MAY I-- OKAY. WE BELIEVE THAT THE DREW
12 UNIVERSITY MUST BE TRULY REORGANIZED AND THE BOARD OF
13 SUPERVISORS SHOULD DEMAND CATEGORIES OF REPRESENTATION OF THE
14 BOARD TO INCLUDE ACADEMIC, HOSPITAL MANAGEMENT, TRAINING,
15 COMMUNITY REPRESENTATION, ORGANIZED LABOR RESEARCH AND
16 PREVENTIVE MEDICAL CARE AND FOUNDATION SUPPORT.

17

18 **SUP. MOLINA, CHAIR:** THANK YOU, MR. WATKINS.

19

20 **TIMOTHY WATKINS:** I THANK YOU FOR ALLOWING ME TO OFFER THIS
21 INSIGHT.

22

23 **SUP. MOLINA, CHAIR:** THANK YOU SO MUCH. NEXT, WE HAVE DAVID
24 MARTIN AND ADRIAN DOVE, IF THEY WOULD JOIN US. DR. CLAVREUL?

25



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1 **DR. GENEVIEVE CLAVREUL:** YES. GOOD AFTERNOON. DR. GENEVIEVE
2 CLAVREUL. I AM VERY CONCERNED BECAUSE I AM SEEING THE SAME
3 THING OVER AND OVER AGAIN. MANY OF YOU, FOR THE FIRST TIME
4 HERE, ARE JOINING SUPERVISOR ANTONOVICH ASKING HARD QUESTIONS.
5 BUT IT IS BEYOND THE TIME OF ASKING HARD QUESTIONS. TIME IS
6 FOR ACTION. THE REASON YOU ARE HAVING PEOPLE AT KING DREW
7 MEDICAL CENTER ARE NOT RESPONDING TO CONSTRUCTIVE CRITICISM
8 AND SO ON IS BECAUSE YOU HAVE DR. GARTHWAITE SITTING HERE AND
9 MR. LEAF, WHO HAS CONSISTENTLY, AND I'M NOT TREATING THE WORD
10 LIGHTLY, LIED TO YOU, MISREPRESENTED THE FACTS AND THEY ARE
11 STILL IN CONTROL. HOW YOU WANT THE PHYSICIANS AND THE NURSES
12 FOLLOW ADVICE AND CARE WHEN YOU SHOW YOURSELF ARE NOT CARING?
13 YOU ALLOW A MAN WHO HAS REPEATEDLY MISREPRESENTED THE FACTS TO
14 STAY IN POWER. THAT'S A TRUE MODELING EXAMPLE. IN ORDER TO BE
15 EFFECTIVE, YOU HAVE TO SHOW THAT YOU ARE LEADERS. IN THAT
16 SITUATION, I SAW LITTLE LEADERSHIP. AND, AGAIN, EVERY WEEK
17 HE'S COMING HERE, EVERY WEEK, THEY'RE GIVING YOU WRONG
18 INFORMATION AND EVERY WEEK, YOU ACCEPT IT. THE PEOPLE WHO
19 SUFFER ARE THE PEOPLE OF THIS COMMUNITY. THE PEOPLE WHO NEED
20 CARE. WE DON'T NEED NO MORE PEOPLE TO DIE FOR YOU TO TAKE
21 ACTION. THE TIME IS NOW. FOR HIM TO MAKE ROUNDS EVERY DAY IS
22 NOT GOING TO IMPROVE. FOR HIM TO MAKE ROUNDS EVERY DAY HE
23 PROBABLY GOING TO ESCALATE THE PROBLEM BECAUSE, WHEN HE WAS
24 THERE LAST YEAR, YOU KNOW, IF KING DREW HAD SOME PROBLEMS,
25 THEY ESCALATED UNDER THIS WATCH AND THE MORE HE'S GOING TO BE



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1 THERE, THE MORE PROBLEMS YOU ARE GOING TO HAVE. I CAN
2 GUARANTEE YOU THAT. AND HE'S ALL-- YOU KNOW, WE HAVE NAVIGANT,
3 WE HAVE MORE PROBLEMS SINCE NAVIGANT IS THERE AND I HAVE HAD A
4 LOT OF PEOPLE CALLING ME TO TELL ME HOW BAD IT IS RIGHT NOW
5 AND I HAVE NOT GONE TO THE TIMES AND GIVE THEM INFORMATION BUT
6 I CAN TELL YOU THE SITUATION IS HORRIFIC. IT'S WORSE NOW THAN
7 IT WAS BEFORE. NAVIGANT HAS NOT DEVELOPED MODELS TO REALLY
8 HELP ORGANIZE AND SURVEY THE PATIENT CARE. WE ARE IN MORE
9 TROUBLE NOW THAN WE WERE BEFORE! PLEASE LISTEN TO WHAT THE
10 PEOPLE ARE TELLING YOU! AND I'M GLAD TO SEE WHAT MR. JIM LOTT,
11 YOU KNOW, OFFER. FROM THE BEGINNING, I TOLD YOU, YOU NEED
12 OUTSIDE NURSING PEOPLE TO LOOK AT WHAT'S GOING ON. YOU HAVE
13 INCOMPETENCE SO GREAT, IT'S IMPOSSIBLE. I MEAN, RIGHT NOW AT
14 KING DREW, WHEN YOU CALL THE PERSON IN CHARGE OF PATIENT
15 PHYSICIAN, SHE DOESN'T EVEN KNOW WHO IS ON CALL. I MEAN,
16 YOU'RE HAVING SO MANY HUGE PROBLEMS, IT'S UNBELIEVABLE. AND I
17 AM AN EXPERT IN HEALTH. I WORKED 36 YEARS IN HEALTHCARE. AND I
18 HAVE SEEN WHAT'S GOING ON. THE ISSUE OF THE PATIENT DYING WITH
19 A TUBE IN THE WRONG PLACE, IN 36 YEARS AS A NURSE WORKING IN
20 INTENSIVE CARE UNIT, WHEN A TUBE IS MISPLACED, ALL A NURSE HAS
21 TO DO IS PUT THE STETHOSCOPE, LISTEN, AND SHE KNOW WHETHER THE
22 TUBE IS IN PLACE. ALSO, WE HAVE MANDATORY X-RAY AFTER TUBE
23 INSERTION. I MEAN, IT IS A CATASTROPHE BUT IT IS CATASTROPHE
24 BECAUSE PEOPLE KNOW THEY CANNOT RESPECT WHO IS AT THE HEAD.
25 AND, YOU KNOW, I HAVE ONE MORE THING. FROM THE BEGINNING, WE



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1 HAVE BEEN TOLD NURSES, R.N., WILL BE BROUGHT TO KING DREW FROM
2 THE TEMPORARY AGENCY. ACCORDING TO ALL THE REPORTS I'VE SEEN
3 HERE, AND I DON'T HAVE ALL OF THEM, IS NOT A R.N. WE ARE
4 BRINGING. IT IS NURSES' AIDES. YOU KNOW, U.S.C. HAVE TO--
5 WE'RE PAYING THE REGISTRY, FOR 235, YOU KNOW, CLINICAL
6 ASSISTANTS. I MEAN, MOST PEOPLE IN LOS ANGELES WOULD BE GIVE
7 THEIR RIGHT ARM TO BE ABLE TO WORK AS CLINICAL ASSISTANTS. WE
8 DON'T NEED THE REGISTRY. SO SAME AT KING DREW. I MEAN, THE
9 PROBLEM, YOU NEED QUALIFIED REGISTERED STAFF AND TRAINED
10 STAFF. YOU DON'T NEED NURSING ASSISTANTS. AND RIGHT NOW, JUST
11 BETWEEN KING DREW AND U.S.C., IS OVER 300 NURSES' AIDES.

12

13 **SUP. MOLINA, CHAIR:** THANK YOU, DR. CLAVREUL. I THINK THAT'S
14 WORTHWHILE TO LOOK AT AND I WILL LOOK INTO THE NURSING AID AND
15 THE RECRUITMENT THERE. THANK YOU.

16

17 **DR. GENEVIEVE CLAVREUL:** YOU SHOULD LOOK AT THE D.H.S. WEB
18 PAGE. AS OF THE 10TH OF APRIL, LARRY KING IS STILL THE
19 DIRECTOR OF NURSES, HE'S NOT THERE ANY MORE. ROGER, YOU
20 KNOW...

21

22 **SUP. MOLINA, CHAIR:** THANK YOU, DR. CLAVREUL. I UNDERSTAND. MR.
23 SMITH.

24



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1 **DR. ERNIE SMITH:** THERE ARE TWO ERNIE SMITHS. THERE'S ERNEST
2 AND THERE'S ERNIE.

3

4 **SUP. MOLINA, CHAIR:** I'M SORRY, DR SMITH.

5

6 **DR. ERNIE SMITH:** THE THING IS, THEY'RE BOTH DOCTORS AND BOTH
7 ARE ERNIES. I WANTED TO MAKE SURE THAT YOU CALLED THE RIGHT
8 ONE.

9

10 **SUP. MOLINA, CHAIR:** I HAVE DR. ERNIE SMITH OF 7918 SOUTH
11 CENTRAL.

12

13 **DR. ERNIE SMITH:** THAT'S ME. THAT'S WHO I AM. YOU GOT THE RIGHT
14 ONE.

15

16 **SUP. MOLINA, CHAIR:** I DON'T KNOW IF I HAVE ANOTHER ONE.

17

18 **DR. ERNIE SMITH:** ONE'S A M.D. AND ONE'S PH.D. I'M THE PH.D. I
19 WANTED TO MAKE SURE HE GOT HIS TURN. I WANTED TO SPEAK IN
20 FAVOR OF MR. ANTONOVICH'S MOTION. I THINK THAT THIS IS RIGHT
21 ON SCHEDULE. THE SATCHER COMMITTEE THAT YOUR BOARD CREATED
22 RECOMMENDED A COMPLETE RENOVATION OF THAT DREW BOARD. WHAT
23 THEY DID IS JUST WHAT CELES KING DESCRIBED. THEY DOWNSIZED THE
24 SAME MOB. BLACK BART AND HIS MOB ARE STILL RUNNING THE SHOW.
25 I'M TALKING ABOUT BART WILLIAMS, HARVEY STROLL, HENRY LUCAS,



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1 HENRY FOSTER, CATHY FRIEDMAN, CAROL JORDON-HARRIS AND PATRICK
2 DOWLING. THOSE ARE THE DOWNSIZED GROUP AND THEY ARE STILL
3 RUNNING. THESE ARE THE PEOPLE THAT LOST THE INSTITUTIONAL
4 ACCREDITATION, THESE ARE THE PEOPLE THAT LOST THE RADIOLOGY
5 ACCREDITATION, THESE ARE THE PEOPLE THAT BROUGHT CHARLES
6 FRANCIS THERE. THESE ARE THE SAME CLIQUE, THAT SAME BLACK BOB-
7 - BART MOB, GANGSTER BLACK BART AND HIS MOB ARE STILL RUNNING
8 THE SHOW AND GET THEM OUT! NOW, WHAT YOU NEED TO DO IS MAKE
9 SURE THAT, AS YOU REFUSE TO GIVE THEM ACCOMMODATION, AT LEAST
10 ANOTHER SWING AT THE BAT, OKAY, THAT YOU USE YOUR LEVERAGE,
11 YOU CONTROL THE BUDGET OF THAT UNIVERSITY. YOU CONTROL IT AND
12 YOU CAN SAY WHO YOU'RE GOING TO GIVE YOUR MONEY TO. GIVE YOUR
13 MONEY TO THE COMMUNITY. WE ARE RECLAIMING THAT UNIVERSITY. WE
14 ARE KICKING ALL OF THAT BOARD OFF AND WE'RE GOING TO RECLAIM
15 THE INSTITUTION FOR THE BLACK COMMUNITY THAT IT WAS BUILT FOR.
16 THIS UNIVERSITY, I HAVE THE 2005, 2006, 2007 AND 2008 CLASS.
17 YOU CAN'T FIND BUT THREE AFRICAN-AMERICANS IN ALL OF THE
18 CLASSES, IN ALL OF THE CLASSES FOR THE NEXT FOUR YEARS. THESE
19 CLASSES ARE MADE UP OF WAHINDIES AND EVERYBODY ELSE BUT BLACK
20 AMERICANS. IT IS NOT A HISTORICALLY BLACK COLLEGE. IT IS A
21 WHITE FIG LEAF, A WHITE SHELL GAME THAT IS BEING PLAYED ON THE
22 BLACK COMMUNITY. END IT NOW! END IT NOW! OKAY? DON'T GIVE THEM
23 A DIME UNTIL THEY RENOVATE THAT BOARD AND COME UP AND START
24 DEALING LEGITIMATELY.

25



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1 **SUP. MOLINA, CHAIR:** THANK YOU, DR. SMITH. IT IS TRUE THAT I
2 HAVE ANOTHER DR. ERNEST SMITH AT 1201 SOUTH GRAMERCY. I
3 APOLOGIZE FOR NOT CALLING YOU UP. IF I COULD ASK HIM TO JOIN
4 US. DR. SMITH. NEXT WE HAVE DAVID MARTIN, ADRIAN DOVE, DR.
5 SMITH AND GABRIELA VALDEZ.

6

7 **DAVID MARTIN:** I'M SORRY, IN WHAT ORDER WOULD YOU LIKE TO TAKE
8 US?

9

10 **SUP. MOLINA, CHAIR:** MR. MARTIN.

11

12 **DR. DAVID MARTIN:** OH, THANK YOU SO MUCH, AND THANK YOU TO THIS
13 HONORABLE BOARD. I WANT TO NOTE FOR THE RECORD THAT COUNTY
14 COUNSEL IS PRESENT, AND I CONFIRM THAT. I AM AN ATTORNEY. I AM
15 REPRESENTING FRIENDS OF KING DREW.

16

17 **SUP. MOLINA, CHAIR:** YOU'RE REPRESENTING WHO? I'M SORRY?

18

19 **DAVID MARTIN:** I'M SORRY, FRIENDS OF KING DREW AND CORE
20 CALIFORNIA IN LITIGATION AGAINST THE COUNTY AND OTHERS, WHICH
21 IS WHY IT'S IMPORTANT THAT COUNTY COUNSEL BE PRESENT. I JUST
22 WANT TO NOTE A COUPLE OF THINGS FOR THE RECORD. THIS IS THE
23 FIRST AND ONLY TIME I'VE EVER ADDRESSED THIS BOARD. I FOUND IT
24 NOTEWORTHY THIS MORNING THAT DR. GARTHWAITE AND OTHERS HAVE
25 APPARENTLY CONCEDED THAT, APPARENTLY, THERE ARE STAFFING



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1 SHORTAGES AT THE HOSPITAL. THIS IS WHAT WE HAVE BEEN
2 MAINTAINING ALL ALONG AND FIGHTING AGAINST A BRICK WALL ALL
3 ALONG, THAT THE ORIGIN, THE GENESIS OF THESE PROBLEMS ARE...

4

5 **SUP. KNABE:** THAT'S NOT WHAT HE SAID.

6

7 **DAVID MARTIN:** WELL, OKAY. WELL, I'LL LET THE RECORD SPEAK FOR
8 ITSELF. YOU KNOW, I'LL PULL A COPY...

9

10 **SUP. YAROSLAVSKY:** WHY DON'T WE LET DR. GARTHWAITE SPEAK FOR
11 HIMSELF?

12

13 **DAVID MARTIN:** OKAY. WELL, WE'LL PULL A COPY OF THE RECORD AND,
14 YOU KNOW, IT WILL SAY WHAT IT SAYS AND WE'LL PURSUE THAT IN
15 THE LITIGATION. SECONDLY, THE-- WELL, THE ISSUE ALSO WAS
16 RAISED ABOUT THE PATIENT CONFIDENTIALITY ISSUES THIS MORNING.
17 FOR THE RECORD, I HAVE FILED A COMPLAINT WITH THE OFFICE OF
18 CIVIL RIGHTS OF THE DEPARTMENT OF HEALTH AND HUMAN SERVICES
19 AND THE FEDERAL GOVERNMENT TO REDRESS THOSE H.I.P.A.A.
20 VIOLATIONS. THAT COMPLAINT HAS BEEN OPENED. THAT INVESTIGATION
21 HAS BEEN OPENED AND WE'LL LET THAT, YOU KNOW, PROCEED AS IT
22 WILL. THERE IS A CRISIS AT KING DREW RIGHT NOW. THE EMERGENCY
23 ROOM IS DANGEROUSLY OVERCROWDED. IT IS DANGEROUSLY
24 OVERCROWDED. THE DOCTORS, THE PHYSICIANS THERE HAVE, ON AN
25 ALMOST DAILY BASIS, RECOMMENDED THAT THAT E.R. BE CLOSED TO



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1 INCOMING PATIENTS BECAUSE THEY DON'T HAVE BEDS. THIS IS
2 DIRECTLY CONTRADICTORY. MR. LEAF MAY FIND THIS AMUSING, BUT
3 THIS IS DIRECTLY CONTRADICTORY TO WHAT LEAF, GARTHWAITE AND
4 OTHERS REPRESENTED WAS GOING TO BE THE CASE WHEN THE COUNTY
5 CLOSED TRAUMA AND IT IS EXACTLY AS THE PHYSICIANS PREDICTED.
6 E.R. IS OVERCROWDED. AND PATIENT CARE IS SUFFERING AS A
7 RESULT. LASTLY, I WOULD LIKE TO ASK THE BOARD, AS MY TIME
8 TICKS DOWN, PRICEWATERHOUSECOOPERS FINALLY RELEASED THEIR TWO
9 REPORTS, THEIR AUDITS THAT WERE COMMISSIONED BY THE STATE BUT
10 THOSE AUDITS WERE QUALIFIED BECAUSE THE BOARD REFUSED TO
11 CONFIRM THAT THE DATA WAS ACCURATE AND FULL. AND I PUT IT OUT
12 AS A RHETORICAL QUESTION TO THE BOARD WHY THOSE AUDITS WERE
13 COMPROMISED BECAUSE THE BOARD REFUSED TO CONFIRM THE ACCURACY
14 AND COMPLETENESS OF THE DATA, AND IT'S ACTUALLY D.H.S. THANK
15 YOU FOR YOUR TIME AND CONSIDERATION.

16

17 **SUP. MOLINA, CHAIR:** SIR? MR. DOVE?

18

19 **ADRIAN DOVE:** MY NAME IS ADRIAN DOVE. I'M CHAIRMAN OF THE
20 CONGRESS OF RACIAL EQUALITY OF CALIFORNIA. WE ARE CO-
21 PLAINTIFFS WITH THE DOCTORS IN A LAWSUIT AGAINST THE COUNTY
22 COMPELLING THE-- WHICH HAS BEEN JUDGED LAST THURSDAY,
23 REQUIRING THE RELEASE OF THE TAPES OF THE SECRET BROWN ACT
24 VIOLATION MEETING IN WHICH THE CLOSING OF THE TRAUMA CENTER
25 WAS ACCOMPLISHED. WE ARE HERE TODAY TO SPEAK TO THE



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1 YAROSLAVSKY MOTION AND WE ARE CONCERNED THAT SOMETHING IS
2 BEING MISSED AND THAT, FOR THE PAST TWO, 2-1/2 YEARS SINCE THE
3 ARRIVAL OF MR. GARTHWAITE, JOINED BY MR. LEAF, THERE HAS BEEN
4 A STEADY PUSH TOWARDS AN ATTEMPT TO CLOSE THE HOSPITAL, BUT IT
5 WAS ALWAYS BY-- DEATH BY A THOUSAND SMALL RAZOR CUTS AND NEVER
6 ADMITTED UNTIL RECENTLY THAT WE'RE MOVING IN THAT DIRECTION.
7 WE'VE SEEN THE LYNN BARR CONTRACT, AROUND 600,000, AUTHORIZED
8 BY THE COUNTY TO DO SOMETHING. THE CAMDEN GROUP, TO TAKE CARE
9 OF THE NURSING PROBLEM AND WE'VE SEEN NOW NAVIGANT DOING A
10 PRETTY GOOD JOB AND THEY'RE BEGINNING TO BE BLAMED AND THE
11 MONEY WAS BEING ASKED FOR BACK FROM THE CAMDEN GROUP OR FROM
12 LYNN BAR AND SO OUR BASIC PROBLEM BEGAN ABOUT TWO YEARS AGO IN
13 THIS CURRENT CRISIS WHEN GARY WELLS REPORTED A DEFICIT OF \$150
14 MILLION AND IT WAS AT THAT TIME THAT THEY UNLEASHED THE
15 CASCADING OF 170 NURSES OR THE FIRING, THE TERMINATION OF
16 THESE NURSES. THOSE NURSES HAVE NEVER BEEN REPLACED. THERE'S A
17 FREEZE ON COUNTY HIRING AND THERE'S 1,200 APPLICATIONS FOR
18 REPLACING POSITIONS, FILLING POSITIONS THAT HAVEN'T BEEN
19 FILLED AND WE HEAR TODAY THAT THEY NEED TO FILL THESE
20 POSITIONS. THEY SURE DO NEED TO FILL THE POSITIONS AND THE
21 BOTTLENECK IS DOWNTOWN. AND SO I SAY THAT WE'VE COME TO THE
22 CONCLUSION THAT WE KEEP FINDING THAT, NO MATTER WHAT KIND OF
23 SOLUTION HAS BEEN PUT OUT, THE PROBLEM PERSISTS. THAT PROBLEM
24 IS NOT WITH THE DOCTORS. WE'VE SEEN SOME QUALITY DOCTORS AND
25 NURSES. THE PROBLEM IS A SHORTAGE OF THE NURSES AND THE



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1 PROBLEM GOES TO THE LEADERSHIP. IT'S NOT CAMDEN OR NAVIGANT,
2 IT'S GARTHWAITE AND LEAF AND, AS LONG AS YOU HAVE ALL THESE
3 BODIES THAT YOU'RE PAYING REPORTING TO THAT SAME PROBLEM
4 LEADERSHIP, YOU'VE GOT THE SAME PROBLEM. AND I SHARE THE
5 FRUSTRATION THAT SUPERVISOR MOLINA SAID, NO MATTER WHAT WE DO,
6 EVERYTHING WE TRY, NOTHING WORKS. IT'S BECAUSE YOU GOT THE
7 SAME HEAD LEADING IT AND, UNTIL THAT'S CHANGED, YOU'RE NOT
8 GOING TO HAVE ANYTHING IMPROVE.

9

10 **SUP. MOLINA, CHAIR:** THANK YOU, MR. DOVE. NEXT WE HAVE GABRIEL
11 ALVAREZ AND CHRISTINE HUDA KESIAN. EXCUSE ME. I APOLOGIZE. DR.
12 SMITH.

13

14 **DR. ERNEST SMITH:** YES. MY NAME IS DR. ERNEST SMITH. I WORKED
15 AT KING DREW FROM 1972 UNTIL 19-- I'M SORRY, TO 2004. WHAT I
16 WOULD LIKE TO SIMPLY DO IS TO BRING US UP TO DATE IN HISTORY.
17 WE MUST REMEMBER THAT MARTIN LUTHER KING HOSPITAL IS AN
18 UNWANTED BABY BIRTHED FROM AN UNSUCCESSFUL ABORTION. IN OTHER
19 WORDS, IT DID NOT COME TO THIS COUNTY WITH OPEN ARMS. IT WAS
20 NEVER WANTED. AND THEN THE FIGHT BEGAN FROM THAT POINT ON AND
21 EVEN TO THE POINT THAT I HAVE TWO CARTOONS, WHICH I WOULD
22 SUBMIT TO YOU FROM THE L.A. TIMES GOING BACK TO 1981, NINE
23 YEARS AFTER WE OPENED, WHICH SHOWS THE BOARD OF SUPERVISORS
24 BUILDING WITH A MACHINE GUN NEST AT THE TOP AIMED AT KING
25 HOSPITAL. THAT WAS ALL AROUND BUDGET AND WHATEVER. AND THERE'S



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1 ANOTHER ONE IN 1989 WHERE THREE CONSERVATIVE BOARD MEMBERS IN
2 DOCTOR'S ROBES AND BUZZ SAWS THAT ARE DOING A BUTCHER JOB ON
3 KING HOSPITAL. I'M NOT GOING INTO THE DETAILS THERE BUT WE DO
4 HAVE A HISTORY THAT KING HAS ALWAYS BEEN UNDER A NEGATIVE
5 ATTACK. NOW, THE CRITICAL YEAR THAT I SAW WAS 1989, LED OFF BY
6 THE L.A. TIMES WITH CLAIRE SPIEGEL, AND IT CAUSED THE REMOVAL
7 OF MR. DELGADO AND EVEN THE PRESIDENT, WALTER LEVELLE, HAD A
8 SERIOUS AUTOMOBILE ACCIDENT, WHICH HE NEVER RETURNED BACK TO
9 WORK. IN 1989, ALSO, THERE WAS A SUGGESTION THAT THE NAME BE
10 CHANGED FROM KING HOSPITAL TO SOMETHING ELSE. IN 1990, THERE
11 WAS THE POINT OF CLOSING DOWN THE PEDIATRIC DEPARTMENT AND I
12 LED 25 PICKETS HERE AND WE PARKED OUTSIDE BECAUSE WE COULDN'T
13 COME IN, PROTESTING EVEN THE IDEA THAT YOU WOULD CLOSE DOWN
14 THE PEDIATRIC UNIT IN A COMMUNITY THAT WAS SO YOUNG WITH SO
15 MANY PROBLEMS, ESPECIALLY WHEN WE WERE BURYING BABIES AND BOYS
16 ALMOST ON A DAILY BASIS. IN 1995, YOU HAD A REENGINEERING
17 WHERE YOU BEGIN TO THEN PULL PEOPLE OUT OF THE HOSPITAL EN
18 MASSE, MANY OF THEM WERE NURSES. THAT MEANS, THEN, THAT YOU
19 REALLY STARTED PUSHING THE NURSING DEPARTMENT DOWN THE STAIRS
20 AND THEY NEVER WERE ABLE TO GET THEIR BALANCE FROM THAT DATE
21 FORWARD. WHEN YOU COME DOWN TO 2002, I CAME HERE AND HEARD MR.
22 YAROSLAVSKY TALK ABOUT THE FACT THAT THERE WERE ONLY TWO
23 MEDICAL SCHOOLS IN THIS COUNTY, ONE OF WHICH WAS NOT DREW AND
24 YET THERE HAD NOT BEEN ANY OPENING OF ANY ATTACK ON EITHER
25 KING OR DREW BUT THIS ALMOST WAS LIKE A PROPHECY AND THE



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1 QUESTION WOULD BE, HOW COULD YOU HAVE THAT FULFILLMENT OF A
2 PROPHECY UNLESS YOU WORKED AT IT? NOW, THE IMPORTANT PART IN
3 2003 CAME THE CASCADE. 400 OR MORE PEOPLE WERE PULLED OUT OF
4 THAT HOSPITAL ON THE SAME DAY. AND BACK WHEN DR. GARTHWAITE
5 CAME TO TALK TO THE STAFF ABOUT IT, I HAD MADE MENTION AND
6 MANY OTHERS HAD MADE MENTION THAT THIS KIND OF THING WAS GOING
7 TO HAPPEN, BECAUSE YOU DIDN'T HAVE ENOUGH STAFF TO KEEP THAT
8 HOSPITAL GOING, EITHER FROM JANITORS ON THROUGH TO NURSES TO
9 DOCTORS. AND, IN FACT, I MADE A STATEMENT WHICH PEOPLE CAME
10 AFTER ME ABOUT AND THAT I SAID ALREADY, THE 15TH OF JUNE, THE
11 HOSPITAL WAS SMELLING PISSY BECAUSE THERE WERE NOT ENOUGH
12 PEOPLE TO KEEP IT CLEAN AND THAT USED TO BE A PRIDE OF OURS IN
13 TERMS OF HOW CLEAN THAT HOSPITAL WAS THE 30TH OF JUNE, YOU
14 REMOVED 470-SOME PEOPLE OUT OF THAT HOSPITAL, OVER 100 NURSES
15 AND, THE VERY FIRST DAY OF JULY, YOU HAD THE FIRST REPORT OF A
16 MONITORED DEATH AND IT HAS NEVER STOPPED FROM THAT POINT ON.
17 AND I'M GOING TO CLOSE BY SIMPLY SAYING, IF YOU PUSH A PERSON
18 DOWN THE STAIRS, YOU CANNOT CATCH UP TO THEM TO STOP THE FALL
19 AND IF YOU GO DOWN TO THE BOTTOM OF THE STAIRS TO WAIT FOR
20 THEM TO COME TO YOU, YOU CAN ONLY ASSESS THE DAMAGE THAT WAS
21 DONE WHILE THEY FELL. AND WHAT YOU HOPE IS THAT THEY DIDN'T
22 KILL THEMSELVES IN THE FALL AND THAT THEY COULD BE REPAIRED
23 AFTER YOU HAVE A CHANCE TO GET TO THEM. I'M SAYING THAT THERE
24 WAS A MOTIVE IN BRINGING US TO TODAY. THERE IS NO INTENTION OF
25 MAKING ANY CHANGE AND, UNLESS YOU REVIEW AND RETHINK WHAT IS



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1 THE WHOLE IDEA BEHIND KING HOSPITAL, THEN WE'RE JUST KIND OF
2 BEATING IN THE WIND.

3

4 **SUP. MOLINA, CHAIR:** THANK YOU, DR. SMITH. MR. ALVAREZ.

5

6 **GABRIEL ALVAREZ:** GOOD MORNING. GOOD AFTERNOON, EVERYBODY. MY
7 NAME IS GABRIEL ALVAREZ, I'M A HISPANIC PARENT COALITION
8 PRESIDENT. RIGHT NOW, I REPRESENT THE HISPANICS IN THE
9 COMMUNITY. ONE OF THE THINGS THAT I CARE ABOUT IS THE MINORITY
10 TODAY, EVEN THOUGH THE COMMUNITY IS PRETTY DOWN BECAUSE THERE
11 ARE VERY FEW PEOPLE REALLY CARE ABOUT IT. THE HOSPITAL HAS TO
12 BE BACK BECAUSE WE NEED IT. THE MAJORITY IN THE AREA ARE
13 HISPANIC TODAY, AS YOU WELL KNOW, AND THAT HOSPITAL, WE NEED
14 IT NOW, AN EMERGENCY. THIS IS NOT TOMORROW. ONE OF THE THINGS
15 THAT I WANT TO ASK IS, LAST TUESDAY, APRIL THE 7TH, IN A COURT
16 ORDER, THAT THE COUNTY PRODUCE EVIDENCE OF THE SECRET BOARD
17 MEETINGS FOR THE CLOSED DOOR SESSIONS OF THE BOARD FROM
18 SEPTEMBER 2004. DO YOU INTEND TO COMPLY? "YES" OR "NO"? THIS
19 IS MY QUESTION. I HAVE A QUESTION.

20

21 **SUP. MOLINA, CHAIR:** CONTINUE YOUR TESTIMONY, MR. ALVAREZ.

22

23 **GABRIEL ALVAREZ:** PARDON ME?

24

25 **SUP. MOLINA, CHAIR:** CONTINUE YOUR TESTIMONY, SIR.



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1

2 **GABRIEL ALVAREZ:** OKAY. ONE OF THE THINGS THAT I BEEN LISTEN
3 AND I HAVE BEEN HEARING ABOUT IT FOR A LONG TIME IS MY
4 RECOMMENDATION IS WE NEED ANOTHER NEWSPAPER THAT CAN GIVE US
5 INFORMATION ABOUT WHAT'S GOING ON IN THE OTHER HOSPITALS AND
6 ABOUT THE COMMUNITIES THAT WE DON'T KNOW. THE ONLY THING THEY
7 HEARING ABOUT-- I HEAR ABOUT IS KING DREW, KING DREW, KING
8 DREW. EVERY WEEK. WE WANT TO KILL A DOG? YES. THAT'S THE WAY
9 TO DO IT. ONE THING I DID AND I WANT TO RECOMMEND AGAIN TO
10 MRS. MOLINA AND MS. BURKE, HOW I DID IT, I DON'T KNOW. I WENT
11 TO THE STATE WITH A GROUP OF PARENTS AND I GOT \$15 MILLION
12 FROM THE STATE TO BUY THE AMBASSADOR HOTEL TO IMPROVE
13 EDUCATION IN THE DISTRICT. HOW I DID IT, DON'T ASK ME AGAIN,
14 BECAUSE I WILL NOT DO IT AGAIN. AND THIS IS A RECOMMENDATION
15 THAT I WANT TO MAKE FOR YOU, MRS. MOLINA AND MRS. BURKE, TO
16 WORK HARD BECAUSE WE NEED THE HOSPITAL AND WE NEED THE SCHOOL
17 BACK AND ESPECIALLY IN THE CONDITION THAT WE HAVE RIGHT NOW.
18 THAT HOSPITAL HAS TO COME BACK AGAIN TO NORMAL. AT THE SAME
19 TIME, IMPROVE THE LOCATION AND THE COMMUNITY, AND THE SCHOOL
20 IS VERY IMPORTANT FOR US TO CREATE MORE DOCTORS, MORE NURSES,
21 MORE EMPLOYERS IN THE AREA THAT'S SO IMPORTANT THAT WE NEED IT
22 RIGHT NOW.

23

24 **SUP. MOLINA, CHAIR:** THANK YOU.

25



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1 **GABRIEL ALVAREZ:** THANK YOU. APPRECIATE YOUR ATTENTION. THANK
2 YOU AGAIN.

3

4 **SUP. MOLINA, CHAIR:** THANK YOU, MR. ALVAREZ. MISS-- HELP ME
5 PRONOUNCE IT. KUDANKIAN.

6

7 **MS. KUNDACHIEN:** I'M HERE, IT'S SHOCKING, BUT I NEVER THOUGHT
8 I'D EVER AGREE WITH MR. ZEV YAROSLAVSKY, BUT I AGREE WITH THE
9 RECOMMENDATION...

10

11 **SUP. YAROSLAVSKY:** WHY?

12

13 **MS. KUNDACHIEN:** ...IN HAVING THE BOARD-- MIRACLES DO HAPPEN.

14

15 **SUP. YAROSLAVSKY:** WHY? OH, NEVER MIND.

16

17 **MS. KUNDACHIEN:** THAT'S TOO COMPLICATED. I'M A NURSE AT KING
18 DREW MEDICAL CENTER, WHO IS CURRENTLY ON A LEAVE OF ABSENCE
19 BECAUSE OF THE ISSUES THAT ARE TAKING PLACE THERE. HOWEVER, MY
20 HEART IS AT KING DREW AND I WANT TO MAKE SURE THIS HOSPITAL
21 BECOMES THE MAYO CLINIC THAT THE L.A. TIMES BELIEVES IT'LL
22 NEVER HAPPEN. MY QUESTION IS TO THE BOARD AND TO DEPARTMENT OF
23 HEALTH SERVICES. WHY DO YOU GUYS GIVE THE POWER TO THE L.A.
24 TIMES TO GET AWAY WITH THIS? MOST HOSPITALS, I WAS IN A
25 HOSPITAL NOT TOO LONG AGO, HAVE A SEPARATE DEPARTMENT, PUBLIC



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1 RELATION DEPARTMENT THAT NIPS THESE SENTINEL EVENTS IN THE
2 BUD. WE ALL KNOW THERE ARE DEATHS AT ALL HOSPITALS. PEOPLE
3 DIE. THAT'S FACT. HUMAN ERRORS OCCUR. THAT'S FACT. THAT'S AT
4 U.C.L.A., THAT'S AT CEDARS-SINAI. IT'S EVERYWHERE. BUT WHAT I
5 DON'T UNDERSTAND IS HOW YOU LET THE L.A. TIMES GIVE YOU THE
6 STORY INSTEAD OF YOUR OWN PEOPLE DOWNTOWN AT DEPARTMENT OF
7 HEALTH SERVICES, GARTHWAITE, FRED LEAF, THAT IS YOUR JOB, TO
8 MAKE SURE YOU GET THE RISK MANAGEMENT. WHEN SOMETHING HAPPENS
9 AT THE HOSPITAL, THE CHART IS SEALED AND IT GOES TO RISK
10 MANAGEMENT. FROM THERE, THEY'RE SUPPOSED TO DECIDE ON WHAT
11 HAPPENS TO IT. INSTEAD, CHARLIE ORENSTEEN, TRACY WEBBER, THESE
12 _____ PEOPLE ARE RUNNING THE SHOW? I DON'T THINK SO.
13 WHAT WE NEED TO DO IS HAVE A PUBLIC RELATIONS. THERE'S JOHN
14 WILLIS. MIKE WILSON IS COMING TO OUR HOSPITAL TWO DAYS A WEEK.
15 I DON'T KNOW WHAT HE'S DOING FOR THOSE TWO DAYS. I'M SURE HE'S
16 TRYING HIS BEST BUT PRIVATE HOSPITALS NIP THIS SUCKER IN THE
17 BUD. JOHN RITTER DIED AT ONE OF THE RENOWNED HOSPITALS.
18 THEY'RE IN A LAWSUIT BUT IT WAS NIPPED IT IN THE BUD. PAY THEM
19 OUT. WHATEVER. HANDLE IT. INVESTIGATE IT. I DON'T TOLERATE
20 INCOMPETENCE. I AGREE WITH WHAT NAVIGANT IS DOING. GIVE THEM A
21 CHANCE. PAY THEM 10 MILLION. PAY THEM 20 MILLION, I DON'T
22 CARE. LET THE SYSTEM WORK BUT DON'T BREAK IT UP IN PIECES AND
23 SAY, "OH, THEY WANT MORE MONEY, THEY WANT MORE MONEY, HUH-UH."
24 YOU NEED TO GET A PUBLIC RELATIONS IN PLACE TO NIP THE L.A.
25 TIMES IN THE BUD. NOT TOO LONG AGO, THE L.A. TIMES FIVE-PART



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1 SERIES ALMOST CAUSED A CHILD'S LIFE TO BE LOST. A PARENT WHO
2 ALWAYS BRINGS HER CHILD TO OUR EMERGENCY ROOM AT THE HOSPITAL
3 WITH ASTHMA HISTORY HAD AN ASTHMA ATTACK. THE MOTHER WAS SO
4 TRAUMATIZED FROM THE FIVE-PAGE REPORT, WHAT DID SHE DO? SHE
5 DECIDED TO DRIVE HER CHILD TO ANOTHER HOSPITAL, THINKING, IF
6 SHE DIALED 9-1-1, THE CHILD WOULD BE TAKEN TO KING DREW. WELL,
7 DURING THE TRANSPORT, THE CHILD'S ATTACK WORSENEDED. SHE HAD NO
8 CHOICE BUT TO CALL 9-1-1 ON HER CELL PHONE. GUESS WHAT? THEY
9 BROUGHT THE CHILD TO US AND IT WAS SUCH A STAGE WHERE THE
10 CHILD NEEDED INTUBATION AND VENTILATION. AFTER THE INCIDENT,
11 SHE WAS SO IMPRESSED WITH THE CARE, OUR EMERGENCY ROOM, OUR
12 PEDS INTENSIVITIES GAVE TO THAT CHILD, SHE APOLOGIZED FOR HAVE-
13 - JUDGING US BECAUSE OF THE L.A. TIMES REPORT. SO, IF
14 ANYTHING, PLEASE TRY TO FIGURE OUT HOW YOU COULD DO-- WHAT YOU
15 CAN DO TO HANDLE THE L.A. TIMES. IT IS UNACCEPTABLE AND IF YOU
16 GUYS HAVE THE POWER THAT YOU DO, YOU CLAIM TO HAVE AS THE FIVE
17 KINGS AND QUEENS, YOU HAVE THE POWER TO GET JOHN WALLACE, TO
18 GET MIKE WILSON AND THE P.R. IN OUR HOSPITAL ON A FULL-TIME
19 BASIS. THANK YOU.

20

21 **SUP. MOLINA, CHAIR:** THANK YOU. THAT CONCLUDES ALL OF THE
22 TESTIMONY. WE HAVE ITEMS NUMBER 13 AND 61-B BEFORE US. THERE
23 ARE AMENDMENTS. HOW DO YOU WISH TO PROCEED? I HAVE AN
24 AMENDMENT-- I HAVE A COUPLE OF AMENDMENTS THAT I'D LIKE TO



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1 BEGIN WITH. WE HAVE, ON ITEM NUMBER 61-A, WHICH IS SUPERVISOR
2 YAROSLAVSKY'S MOTION, WE HAVE AN AMENDMENT BY MS. BURKE.

3

4 **SUP. YAROSLAVSKY:** I'M FINE WITH HER AMENDMENT, ACTUALLY, AFTER
5 REVIEWING IT.

6

7 **SUP. BURKE:** I'D LIKE TO ADD TO THAT THE SUGGESTION MADE BY JIM
8 LOTT AND ALSO BY DR. DOWLING THAT...

9

10 **SUP. MOLINA, CHAIR:** WHAT WAS DR. DOWLING'S RECOMMENDATION?

11

12 **SUP. BURKE:** AND THAT WAS TO WORK WITH THE HOSPITALISTS AND TO
13 BRING THEM INTO THE COUNTY SYSTEM AND TO-- I'D LIKE TO HEAR
14 FROM-- LET ME HEAR FROM DR. GARTHWAITE ON THAT.

15

16 **SUP. MOLINA, CHAIR:** WE WROTE THEM DOWN. I DIDN'T GET ANYTHING
17 FROM DR. DOWLING BUT I HAVE A MOTION...

18

19 **SUP. KNABE:** DR. DOWLING INDICATED HE SUPPORTED THE
20 RECOMMENDATION BY...

21

22 **SUP. BURKE:** HE SAID THEY TRAIN THEM.

23

24 **SUP. MOLINA, CHAIR:** WELL, THE MOTION THAT I BROUGHT IN AND WE
25 TRIED TO COPY EXACTLY WHAT MR. LOTT RECOMMENDED, I HAVE A



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1 MOTION THAT SAYS JIM LOTT FROM THE HOSPITAL ASSOCIATION OF
2 SOUTHERN CALIFORNIA, AND WE'LL PASS THEM OUT, PRESENTED THREE
3 RECOMMENDATIONS FROM OTHER HOSPITAL LEADERS IN GETTING KING
4 DREW MEDICAL BACK ON TRACK. THESE IDEAS REQUIRE ATTENDING
5 PHYSICIANS TO PROVIDE U.C.I. CARE, HAVE-- OKAY. THIS MOTION IS
6 NOT THE ONE I WROTE. OKAY. LET'S TRY THIS ONE AGAIN. I DON'T
7 KNOW WHAT U.C.I. CARE MEANS.

8

9 **SUP. ANTONOVICH:** WAS IT CALIFORNIA AT IRVINE?

10

11 **SUP. KNABE:** I THINK WE SHOULD JUST ISOLATE...

12

13 **SUP. MOLINA, CHAIR:** HERE. I'LL FIND MY ORIGINAL MOTION.

14

15 **SUP. BURKE:** WHY DON'T YOU JUST CALL THE HOSPITALISTS?

16

17 **SUP. MOLINA, CHAIR:** JUST DON'T TRUST THE TYPIST.

18

19 **SUP. BURKE:** OH, I.C.U.

20

21 **SUP. MOLINA, CHAIR:** THIS IS NOT RIGHT. WHAT HE HAS, REQUIRING
22 PHYSICIANS THAT THEY BE MANDATED TO PARTICIPATE AND TO BE AT
23 ALL INVASIVE SURGICAL PROCEDURES. I LIKE THE WAY I ASKED THE
24 DEPARTMENT OF HEALTH SERVICES TO HELP ME AND THEY SCREW UP



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1 THEIR OWN MOTION. MANDATED TO BE AT ALL INVASIVE SURGICAL
2 PROCEDURES. THAT WAS NUMBER ONE.

3

4 **SUP. KNABE:** THEY WROTE IT THE WAY THEY WANTED IT.

5

6 **SUP. MOLINA, CHAIR:** YEAH, NO KIDDING. NUMBER TWO, THAT THEY
7 BRING IN HOSPITALISTS OR INTENSIVISTS AS PHYSICIANS TO PROVIDE
8 I.C.U. CARE. AND, NUMBER 3, THAT WE HIRE INDEPENDENT NURSES TO
9 WALK THE HOSPITAL TO ENSURE THAT NURSING STAFF ARE COMPLYING
10 WITH THE APPROPRIATE COMMUNITY STANDARDS OF CARE AND PROVIDE A
11 COMMON SENSE APPROACH TO MAKING IMPROVEMENTS IN THE DELIVERY
12 OF CARE. THOSE ARE THE THREE THINGS THAT DR. LOTT-- THAT MR.
13 LOTT SAID.

14

15 **SUP. KNABE:** SUPERVISOR MOLINA? I WOULD JUST ADD THAT THE LAST
16 TWO WERE 24/7.

17

18 **SUP. MOLINA, CHAIR:** 24/7. GOOD. IN ADDITION, I'M ASKING THAT,
19 WHEN WE ADOPT THIS, THAT THE BOARD OF SUPERVISORS INSTRUCT THE
20 DEPARTMENT OF HEALTH SERVICES TO REPORT BACK NEXT WEEK WITH A
21 PLAN OF HOW THEY'RE GOING TO IMPLEMENT IT WITHIN 48 HOURS OF
22 APPROVAL BY THIS BOARD. EXACTLY HOW IT'S GOING TO BE
23 IMPLEMENTED.

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. YAROSLAVSKY:** WELL, WAIT A SECOND. WE'RE APPROVING IT
2 NOW...

3

4 **SUP. MOLINA, CHAIR:** WE'RE APPROVING THAT HE-- WHAT I'M SAYING
5 IS...

6

7 **SUP. YAROSLAVSKY:** YOU'RE GIVING THEM A WEEK TO DO SOMETHING
8 THAT-- 48 HOURS FROM NOW SO REVISE IT.

9

10 **SUP. MOLINA, CHAIR:** WAIT, WAIT, WAIT, WAIT, WAIT. JUST A
11 SECOND. I WROTE DOWN THE THREE THINGS THAT JIM LOTT
12 RECOMMENDED. I'M NOW ASKING THE BOARD OF SUPERVISORS TO
13 INSTRUCT THE DEPARTMENT OF HEALTH SERVICES TO COME BACK WITH A
14 PLAN, NEXT WEEK, AS TO HOW THEY'RE GOING TO IMPLEMENT THESE
15 RECOMMENDATIONS WITHIN 48 HOURS OF OUR APPROVAL NEXT WEEK OF
16 THE PLAN.

17

18 **SUP. YAROSLAVSKY:** OKAY. SO YOU WANT THEM TO COME BACK WITH A
19 PLAN NEXT TUESDAY THAT'S IMPLEMENTABLE BY THURSDAY OF NEXT
20 WEEK?

21

22 **SUP. MOLINA, CHAIR:** THAT'S CORRECT. OTHERWISE, THEY GO OFF
23 AND-- YOU KNOW, YOU ALMOST HAVE TO TELL THEM...

24

25 **SUP. KNABE:** SECOND



The Meeting Transcript of
The Los Angeles County Board of Supervisors

1
2 **SUP. MOLINA, CHAIR:** ALL RIGHT. SO THAT'S ONE MOTION. THE OTHER
3 MOTION THAT I HAVE IS ONE OF OVERSIGHT BECAUSE I'M EQUALLY-- I
4 MEAN, YOU KNOW, WE'RE NOT SUPPOSED TO MICROMANAGE BUT, GUESS
5 WHAT, WE'RE MICROMANAGING. I'M ASKING THAT THE BOARD OF
6 SUPERVISORS ESTABLISH THIS AS A SET MATTER EACH WEEK. WE WANT
7 TO RECEIVE A WRITTEN AND ORAL REPORT FROM THE DEPARTMENT OF
8 HEALTH SERVICES AND NAVIGANT ON THE STATUS OF REFORM AT MARTIN
9 LUTHER KING MEDICAL CENTER. THE REPORT SHOULD FOCUS ON THE
10 QUALITY OF CARE ISSUES AND IDENTIFY THE PROGRESS OF
11 IMPROVEMENT, IDENTIFY THE ACTUAL OUTCOMES THAT HAVE BEEN
12 IMPROVED, IDENTIFY ANY DELAYS IN SCHEDULED IMPLEMENTATION, AND
13 THOSE CHANGES THAT HAVE BEEN COMPLETED. THEY SHOULD ALSO
14 REPORT ANY NEW PROBLEMS THAT HAVE EMERGED, SHOULD THEY BE
15 IDENTIFIED AND WHAT THE PLAN OF ACTION IS TO RESOLVE THOSE
16 PROBLEMS. FOR EXAMPLE, NAVIGANT TELLS US THAT WE SHOULD BE
17 VERY PROUD OF THE EVALUATIONS THAT THEY'VE CONCLUDED. WELL,
18 BIG DEAL. WHAT KIND OF EVALUATION WAS IT? WHAT HAPPENED TO IT?
19 WHAT DOES IT MEAN? WE NEED TO KNOW THAT KIND OF STATUS OF
20 THESE RECOMMENDATIONS. OTHERWISE, WE'RE JUST CHECKING OFF
21 LITTLE BOXES AS THEY MAY BE DOING AND WE DON'T KNOW THAT IT'S
22 PROGRESS. AND, IN ADDITION, WE NEED TO KNOW, FROM YOU, AS TO
23 WHETHER THERE IS OWNERSHIP AND THERE IS A COMMANDING PRESENCE
24 IN THAT HOSPITAL. THE REALITY, LIKE EVERYONE TOLD US TODAY,
25 THE L.A. TIMES SHOULD NOT BE SETTING THIS BOARD'S AGENDA. IT



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1 SHOULD BE THIS BOARD SETTING ITS AGENDA OF HOW TO CREATE AND
2 PUT IN PLACE THE REMEDIAL ASPECT SO IT REQUIRES A WEEKLY
3 REPORT THAT SHOULD BE HERE ON MONDAY, NOT ON TUESDAY MORNING,
4 ON MONDAY SO WE MIGHT HAVE AN OPPORTUNITY TO READ IT BEFORE
5 YOU REPORT ORALLY ON TUESDAY. THAT'S MY MOTION AS WELL.

6

7 **SUP. ANTONOVICH:** SECOND.

8

9 **SUP. MOLINA, CHAIR:** SO IT'S MOVED AND SECONDED. MS. BURKE, DID
10 YOU WANT TO GET THE OTHER-- I DON'T KNOW WHAT THE DOWLING
11 RECOMMENDATION...

12

13 **SUP. BURKE:** THAT WAS THE HOSPITALISTS. DID YOU INCLUDE THAT?

14

15 **SUP. MOLINA, CHAIR:** YES. THAT WAS PART OF...

16

17 **SUP. YAROSLAVSKY:** SO THAT'S ALL PART OF 61-A?

18

19 **SUP. MOLINA, CHAIR:** WELL, THAT'S WHAT I'M TRYING TO
20 UNDERSTAND. WE'VE INTRODUCED THEM UNDER 61-A. I THINK IT WOULD
21 WORK, EXCEPT THAT YOURS IS STILL UNDER-- COMING BACK ON MAY
22 THE 10TH. IS THAT CORRECT?

23

24 **SUP. YAROSLAVSKY:** ON OR BEFORE.

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. MOLINA, CHAIR:** ON OR BEFORE. AND, AGAIN, I HOPE I DON'T
2 HAVE TO PUT IT IN A MOTION, DR. GARTHWAITE, THAT THAT DOES
3 MEAN THAT YOU ARE GOING TO BE PHYSICALLY AT THE HOSPITAL, THAT
4 YOU ARE GOING TO LOOK AT WHATEVER SCHEDULE YOU HAVE FOR THE
5 NEXT WEEKS AND HOPEFULLY RECOGNIZE THAT THIS IS A CRISIS
6 SITUATION THAT NEEDS TO BE ADDRESSED EXCLUSIVELY BY YOURSELF.

7

8 **DR. THOMAS GARTHWAITE:** CORRECT.

9

10 **SUP. MOLINA, CHAIR:** THANK YOU. ANYTHING ELSE ON THIS ITEM?

11

12 **SUP. KNABE:** THAT STILL INCLUDES SUPERVISOR BURKE'S MOTION ON
13 ZEV'S MOTION AND THE AMENDMENTS AND...

14

15 **SUP. MOLINA, CHAIR:** AND THE AMENDMENTS THAT WE'VE PUT IN.

16

17 **SUP. KNABE:** ALL RIGHT. OKAY. THIS IS ON 61-A.

18

19 **SUP. BURKE:** 61-A.

20

21 **SUP. MOLINA, CHAIR:** THIS IS ON 61-A.

22

23 **SUP. YAROSLAVSKY:** MOVE IT AS AMENDED.

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. MOLINA, CHAIR:** OKAY? IT'S BEEN MOVED AND SECONDED AS
2 AMENDED. IS THERE ANY OBJECTION?

3

4 **SUP. BURKE:** I'M NOT OBJECTING BUT I CERTAINLY WANT TO BE ON
5 RECORD TO SAY I'M NOT SUPPORTING THE CLOSING OF THE HOSPITAL.

6

7 **SUP. YAROSLAVSKY:** THIS IS NOT A MOTION TO CLOSE.

8

9 **SUP. BURKE:** ALL RIGHT.

10

11 **SUP. MOLINA, CHAIR:** NEITHER AM I SUPPORTING A MOTION TO CLOSE
12 THE HOSPITAL.

13

14 **SUP. BURKE:** OKAY. NO OBJECTION.

15

16 **SUP. KNABE:** I SAID THAT ONCE AND I THINK THE FOUR OF YOU VOTED
17 THE OTHER WAY BUT THAT'S OKAY.

18

19 **SUP. MOLINA, CHAIR:** ALL RIGHT. WE ALL UNDERSTAND THAT THIS IS
20 A PROCESS, A MECHANISM, STEPS, A PATHWAY TO KEEP OUR HOSPITAL
21 OPEN AND OPERATING WITHIN THE FRAMEWORK OF QUALITY OF CARE TO
22 EVERY PATIENT WHO RECEIVES ATTENTION THERE. ALL RIGHT. SO
23 ORDERED ON THAT ITEM. NOW LET'S GO BACK TO ITEM NUMBER 13...

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. YAROSLAVSKY:** MADAM CHAIR, CAN I JUST ASK, DOES VIOLET
2 HAVE ALL THIS NOW? DO YOU HAVE EVERYTHING?

3

4 **CLERK VARONA-LUKENS:** NOT QUITE, SUPERVISOR.

5

6 **SUP. YAROSLAVSKY:** WELL, WHAT IS IT YOU'RE MISSING?

7

8 **CLERK VARONA-LUKENS:** WE HAVE THE AMENDMENT MANDATED...

9

10 **SUP. YAROSLAVSKY:** DO YOU HAVE MS. MOLINA'S MOTION IN WRITING?

11

12 **CLERK VARONA-LUKENS:** IF YOU COULD READ THE THREE POINTS AGAIN
13 FROM JIM LOTT.

14

15 **SUP. MOLINA, CHAIR:** OKAY. AGAIN, ONE OF THE THINGS I KNOW IS
16 THAT I'M BEING RECORDED AND TAPED AT THE SAME TIME, SO IF
17 NOTHING ELSE, WE CAN-- NUMBER 1, IT REQUIRES THAT ATTENDING
18 PHYSICIANS TO BE PRESENT FOR ALL INVASIVE SURGICAL PROCEDURES;
19 THAT WE BRING IN HOSPITALISTS OR INTENSIVIST PHYSICIANS TO
20 PROVIDE I.C.U. CARE; AND THAT WE HAVE INDEPENDENT NURSES TO
21 WALK THE HOSPITAL TO ENSURE THAT NURSING STAFF ARE COMPLYING
22 WITH COMMUNITY STANDARDS OF CARE AND PROVIDE A COMMON SENSE
23 APPROACH TO MAKING IMPROVEMENTS IN THE DELIVERY OF CARE AT THE
24 HOSPITAL.

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. KNABE:** AND THOSE LAST TWO, 24/7.

2

3 **SUP. MOLINA, CHAIR:** THAT'S RIGHT.

4

5 **CLERK VARONA-LUKENS:** OKAY.

6

7 **SUP. MOLINA, CHAIR:** ALL RIGHT.

8

9 **SUP. YAROSLAVSKY:** IS THERE ANYTHING ELSE YOU'RE MISSING? JUST-
10 - OKAY.

11

12 **SUP. MOLINA, CHAIR:** SO THAT-- THOSE WERE THE ISSUES AS PASSED
13 ON 61-A. NOW LET'S GO BACK TO ITEM NUMBER 13. THIS IS A
14 MOTION, A RECOMMENDATION THAT'S BEEN SUBMITTED BY SUPERVISOR
15 ANTONOVICH. ANY QUESTION OR COMMENT ON THAT?

16

17 **SUP. ANTONOVICH:** SO MOVED.

18

19 **SUP. KNABE:** SECOND.

20

21 **SUP. YAROSLAVSKY:** HOW DO YOU UNDERSTAND 13? JUST-- DR.
22 GARTHWAITE?

23

24 **SUP. MOLINA, CHAIR:** IT SAYS TO ADDRESS HOW KING DREW MEDICAL
25 CENTER WILL OPERATE IF THE BOARD DETERMINES DREW UNIVERSITY'S



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 MEDICAL SCHOOL AFFILIATION AGREEMENT AND DOWNSIDE KING DREW
2 MEDICAL CENTER TO A MORE MANAGEABLE COMMUNITY HOSPITAL. HE'S
3 ASKING THAT YOU BRING SUCH A PLAN...

4

5 **SUP. ANTONOVICH:** ASKS FOR THE REPORT BACK ON MAY 10TH.

6

7 **SUP. MOLINA, CHAIR:** ON MAY 10TH AS WELL.

8

9 **SUP. YAROSLAVSKY:** ALL RIGHT. SO THAT IT'S NOT A DECISION TO
10 SEVER THE RELATIONSHIP TODAY WITH THE...

11

12 **SUP. MOLINA, CHAIR:** NO, BUT IT IS ASKING YOU ALSO TO PROVIDE
13 ALTERNATIVES SHOULD THAT...

14

15 **SUP. YAROSLAVSKY:** RIGHT. I JUST WANT TO BE CLEAR THAT IT'S
16 OPTIONS, IT'S ALTERNATIVES, AS 61-A WAS ALTERNATIVES BUT NO
17 DECISION ON ANY PARTICULAR ALTERNATIVE, OF COURSE, IS BEING
18 MADE IN EITHER CASE.

19

20 **SUP. BURKE:** YOU KNOW, I WOULD ASK THAT WE CONTINUE THIS ITEM
21 BECAUSE WE'RE PUTTING ON AWFUL LOT BEFORE THIS DEPARTMENT. I
22 THINK THAT WE SHOULD GIVE THEM A CHANCE TO ADDRESS YOUR MOTION
23 FIRST, TO LOOK AT IT, AND THEN I WOULD SUGGEST WE CONTINUE
24 THIS FOR A PERIOD OF TWO WEEKS BECAUSE WE'RE ASKING THEM TO DO
25 SO MANY-- THIS, IN AND OF ITSELF, YOU NEED TO ALMOST HIRE A



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1 WHOLE GROUP OF SPECIALISTS TO PUT SOMETHING LIKE THAT
2 TOGETHER. SO I WOULD MOVE THAT WE CONTINUE THIS ITEM FOR TWO
3 WEEKS AND THEN, AT THAT TIME, WE CAN THEN MOVE FORWARD FOR
4 THEM TO COME UP WITH SOME OF THESE THINGS. BUT I THINK WE'RE
5 JUST PUTTING TOO MUCH ON THEIR PLATE AND WE'RE NOT GOING TO
6 GET ANY RESPONSE.

7

8 **SUP. KNABE:** BUT IT ALL HAS TO BE ON THE SAME TRACK...

9

10 **SUP. ANTONOVICH:** IT'S GOT TO BE IN THE SAME FRAME...

11

12 **SUP. MOLINA, CHAIR:** THEY GOT TO DO IT. THIS IS THEIR JOB, MAN.

13

14 **SUP. ANTONOVICH:** ...ARE ASKING FOR A MAY 10TH REPORT. IT
15 SHOULD ALL COME BACK AT THE SAME TIME...

16

17 **SUP. MOLINA, CHAIR:** DON'T WORRY ABOUT THEIR PLATE.

18

19 **SUP. ANTONOVICH:** ...BEFORE THIS BOARD TO HAVE THAT TYPE OF
20 DISCUSSION.

21

22 **SUP. KNABE:** YEAH, IT ALL HAS TO BE ON THE SAME TRACK.

23

24 **SUP. ANTONOVICH:** WE ARE SHORTCHANGING OURSELVES IF WE WOULD
25 PRECLUDE THE DEPARTMENT FROM WORKING ON THIS AS WELL.



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The Los Angeles County Board of Supervisors**

1

2 **SUP. MOLINA, CHAIR:** ALL RIGHT. I SECOND THAT. IT'S BEEN MOVED
3 AND SECONDED.

4

5 **SUP. BURKE:** YOU CAN JUST RECORD ME AS "NO".

6

7 **SUP. MOLINA, CHAIR:** OKAY. MS. BURKE IS RECORDED AS A "NO"
8 VOTE. SO ORDERED ON ITEM NUMBER 13.

9

10 **SUP. ANTONOVICH:** THANK YOU.

11

12 **SUP. MOLINA, CHAIR:** ALL RIGHT.

13

14 **SPEAKER:** (OFF-MIKE).

15

16 **SUP. MOLINA, CHAIR:** BUT I TOLD YOU THAT WE WERE SPEAKING ON
17 BOTH ITEMS AT THE SAME TIME DR. CLAVREUL.

18

19 **SUP. YAROSLAVSKY:** YEAH. YOU MADE THAT CLEAR.

20

21 **SUP. MOLINA, CHAIR:** I ANNOUNCED THAT VERY CLEARLY. MOST OF THE
22 PEOPLE WHO SPOKE TODAY HAD ASKED TO SPEAK TO BOTH ITEMS. ALL
23 RIGHT. MS. BURKE, YOUR...

24

25 **SUP. BURKE:** ITEM 31, PLEASE.



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The Los Angeles County Board of Supervisors

1

2 **SUP. MOLINA, CHAIR:** ITEM, WHICH ONE?

3

4 **SUP. BURKE:** 31. I JUST HAVE-- COULD WE GET THE DEPARTMENT? ARE
5 THEY HERE? IS PROBATION HERE? IS PROBATION HERE? I HAVE,
6 UNFORTUNATELY, IN MY DISTRICT, ALMOST A THOUSAND JUVENILE
7 PROBATIONERS AND I WONDERED HOW YOU MADE THE DETERMINATION IN
8 TERMS OF ALLOCATION OF THE SCHOOL-BASED SUPERVISION FUNDS?

9

10 **PAUL HIGA:** THE ORIGINAL PLAN WAS BASED UPON THE NUMBER OF
11 PROBATIONERS THAT WERE ACTUALLY IN THE SCHOOLS. BUT IT WAS
12 ALSO LOOKING AT VARIOUS OTHER CONDITIONS WITHIN THAT
13 COMMUNITY, INCLUDING THINGS LIKE THE NUMBER OF CHILD ABUSE
14 CASES, THE AMOUNT OF ARRESTS, THE AMOUNT OF ADULT ARRESTS, SO
15 THERE WERE A NUMBER OF DIFFERENT FACTORS THAT WERE LOOKED AT
16 FOR PARTICULAR COMMUNITIES. AS WE LOOKED AT THOSE COMMUNITIES,
17 THEN WE THEN CENTERED WHICH PARTICULAR SCHOOLS IN THOSE
18 COMMUNITIES WERE ONES THAT NEEDED TO HAVE A SCHOOL PROBATION
19 DEPUTY. ALTHOUGH WE HAVE EXPRESSED TO THE JUSTICE DEPUTIES
20 THAT WE'RE ALSO REVIEWING THAT SITUATION, BECAUSE IT HAS
21 EVOLVED OVER THE LAST FEW YEARS SINCE WE DID THE ORIGINAL
22 STUDY AND THAT THERE ARE DIFFERENCES IN TERMS OF THE NUMBERS
23 AND WHERE WE MIGHT REALLOCATE STAFF.

24



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1 **SUP. BURKE:** BECAUSE AS I LOOK AT THE STATISTICS EVERY MONTH,
2 WE HAVE THE MOST GANG DEATHS, WE HAVE THE MOST JUVENILES ON
3 PROBATION, WE HAVE THE MOST ADULT ARRESTS AND I WOULD JUST
4 WONDER WHY SOME OF THOSE THINGS AREN'T TAKEN-- IF THEY ARE
5 TAKEN INTO CONSIDERATION, IT WOULD SEEM AS THOUGH THE FUNDS
6 WOULD BE ALLOCATED DIFFERENTLY.

7

8 **PAUL HIGA:** SUPERVISOR, AT THE TIME THAT WE MADE THE DECISION,
9 WE TRIED TO LOOK AT A COUNTYWIDE PLAN THAT TRIED TO LOOK AND
10 IDENTIFY THAT THERE WERE KEY AREAS AT VARIOUS LOCATIONS. ONE
11 OF THE THINGS THAT WE ARE LOOKING AT IS TRYING TO MOVE SOME OF
12 OUR ADDITIONAL COMMUNITY-BASED DEPUTIES THAT ARE IN AREA
13 OFFICES OUT TO MORE SCHOOLS BECAUSE WE BELIEVE THAT THAT'S A
14 BETTER PLAN, SO TO BE ABLE TO THEN REALLOCATE SOME OF THOSE
15 STAFF AS WELL.

16

17 **SUP. BURKE:** AND ARE YOU GOING TO BE-- CAN YOU REPORT BACK AND
18 LET US KNOW HOW YOU'RE GOING TO ADDRESS THIS? BECAUSE THERE'S
19 NO QUESTION, IF YOU HAVE A THOUSAND JUVENILE PROBATIONERS,
20 WHICH I THINK IS TWO OR THREE TIMES AS MUCH AS MANY OF THE
21 DISTRICTS, HOW-- HOW YOU'RE GOING TO STOP SOME OF THE PROBLEMS
22 IN THE SCHOOLS.

23

24 **PAUL HIGA:** YES. WE CAN GIVE YOU A REPORT BACK ON THAT.

25



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1 **SUP. BURKE:** AND WHAT'S GOING TO HAPPEN IN TERMS OF THE GANG
2 AGENCIES THAT ARE ADDRESSING SOME OF THE GANG PROBLEMS? I SEE
3 THAT NONE OF THEM ARE GETTING FUNDED.

4

5 **PAUL HIGA:** AS PART OF THE PLAN, ONE OF THE AREAS THAT WE BEGAN
6 TO FOCUS IN ON WAS THAT ONE OF THE STRONGEST PLANS IN TERMS OF
7 INTERVENTION WAS UNEMPLOYMENT, AND-- AS WELL AS EDUCATION, SO
8 THAT WE HAD LIMITED NUMBER OF RESOURCES. WE HAVE BEEN REDUCED
9 OVER THE YEARS. SO THE EMPHASIS AND THE FOCUS COMING OUT OF
10 THE JUVENILE JUSTICE PLANNING PROCESS WAS FOR US TO FOCUS IN
11 ON-- SPECIFICALLY ON JOBS AND EMPLOYMENT AS WELL AS MORE
12 FAMILY FOCUS SERVICES.

13

14 **SUP. BURKE:** ARE YOU GIVING UP, THEN, ON HAVING ANY
15 SURVEILLANCE OR DETERMINING GANG ACTIVITY AND TRYING TO AVOID
16 IT BEFORE THE DEATHS OCCUR?

17

18 **PAUL HIGA:** ABSOLUTELY NOT. THAT HAS TO BE PART OF A PLAN BUT
19 AS PART OF A COMPREHENSIVE PLAN THAT INCLUDES SURVEILLANCE,
20 HIGH SUPERVISION, INTENSIVE SUPERVISION AS WELL AS PREVENTION
21 AND INTERVENTION.

22

23 **SUP. BURKE:** WHEN ARE WE GOING TO KNOW WHAT THAT IS?

24



**The Meeting Transcript of
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1 **PAUL HIGA:** THOSE THINGS ARE INCLUDED AS PART OF THE OVERALL
2 PLAN. THE PREVENTION INCLUDES AREAS SUCH AS A.C.T., WHICH
3 REALLY FOCUSES ON SCHOOL ATTENDANCE, ON ELEMENTARY AND MIDDLE
4 SCHOOLS. IT HAS INTERVENTION PROGRAMS THAT ARE SCHOOL-BASED
5 PROGRAMS. THE HIGH INTERVENTION, THE HIGH-RISK KIDS ARE
6 BASICALLY BEING DEALT WITH THE INTENSIVE FAMILY SERVICES AS
7 WELL AS SOME OF THE OTHER PROGRAMS OF INTENSIVE SUPERVISION
8 THAT WE HAVE, LIKE DISARM OR CLEAR OR SOME OF THE OTHER KINDS
9 OF PROGRAMS, AS WELL AS THE GANG SUPERVISION PROGRAMS.

10

11 **SUP. BURKE:** YOU KNOW, IT'S NO SECRET THAT WE'RE JUST HAVING
12 JUST MASSIVE NUMBERS OF DEATHS. NOW, WE TALKED ABOUT THE
13 DEATHS IN THE HOSPITALS. WE HAD, WHAT, SEVEN LAST WEEKEND IN
14 TERMS OF-- WEEKEND BEFORE LAST. I DON'T KNOW HOW MANY GANG
15 DEATHS DID WE HAVE THIS LAST WEEKEND?

16

17 **PAUL HIGA:** I DON'T KNOW THE EXACT NUMBER BUT, YES, WE'VE HAD
18 MULTIPLE GANG DEATHS.

19

20 **SUP. MOLINA, CHAIR:** WE HAD TWO IN PICO RIVERA.

21

22 **SPEAKER:** YES.

23

24 **SUP. BURKE:** AND IT SEEMS TO ME THIS IS THE WORST TIME TO GIVE
25 UP ON TRYING TO GET SUPPRESSION AND ALL OF THOSE THINGS,



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1 ENFORCEMENT. AND, GRANTED, I THINK IT'S VERY IMPORTANT TO HAVE
2 PROBATION OFFICERS IN THE SCHOOL. I'M ALL FOR THAT. BUT HOW DO
3 YOU GIVE UP ON DOING SOMETHING ABOUT STOPPING SOME OF THESE
4 GANG DEATHS? AND MOST OF THEM ARE JUVENILES.

5

6 **PAUL HIGA:** RIGHT.

7

8 **SUP. BURKE:** SO, YOU KNOW, I REALLY THINK WE HAVE TO HAVE A
9 PLAN BACK. PROBATION IS GOING TO HAVE TO COME UP WITH
10 SOMETHING. YOU CAN'T JUST LET THIS GO ON.

11

12 **SUP. MOLINA, CHAIR:** BUT IT ISN'T PROBATION'S RESPONSIBILITY.
13 PROBATION IS BUT A PART OF IT. PROBATION HAS TO WORK IN
14 CONCERT, AS WE SAID UNDER THE VALINDA PLAN, WHERE THEY WORK
15 WITH LAW ENFORCEMENT, THEY WORK WITH CHILDREN'S SERVICES, THEY
16 WORK WITH CODE ENFORCEMENT FOLKS AND EVERYONE ELSE IN ORDER TO
17 GET RID OF THE GANG HOUSES IN ONE AREA. EVEN H.U.D., IF YOU
18 HAVE TO, BECAUSE SOME OF THEM ARE ASSISTED IN SOME FASHION. IT
19 IS A COMPREHENSIVE APPROACH, BUT PROBATION HAS TO PLAY A ROLE
20 BECAUSE THESE ARE GUYS THAT ARE COMING OUT OF THE SYSTEM IN
21 SOME FASHION AND THEY CAN BE TAKEN IN IN A MINUTE BY VIOLATING
22 THEIR OWN CONDITIONS UNDER WHICH THEY'RE UNDER PROBATION AND
23 MOST OF THEM ARE. THEY'RE NOT SUPPOSED TO HANG WITH EACH
24 OTHER, THEY'RE NOT SUPPOSED TO BE ASSOCIATED WITH ANY GANG



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1 HANGOUT HOUSE AND SO ON. SO WE CAN BRING THEM IN AT ANY TIME
2 BUT IT CAN'T BE EXCLUSIVELY PROBATION'S RESPONSIBILITY.

3

4 **SUP. BURKE:** WELL, WHAT BOTHERS ME IS WHEN YOU SEE ON
5 TELEVISION WHERE THEY HAVE A GROUP THAT IS JUST SITTING THERE
6 IN FRONT OF ONE OF THESE HOUSES, ANNOUNCES WHAT THEY'RE GOING
7 TO DO, THAT THEY'RE GOING TO KILL EVERYONE. SEEMS TO ME
8 PROBATION-- THAT PROBATION WOULD HAVE BEEN OUT THERE THE NEXT
9 DAY.

10

11 **SUP. MOLINA, CHAIR:** BUT IT'S UP TO-- THAT'S WHAT I'M SAYING.
12 IN THESE HOT ZONES, LIKE WE SHOULD HAVE IN FLORENCE FIRESTONE,
13 THEY SHOULD BE PART OF A MODEL, OF A PLAN IN WHICH THEY MEET
14 EVERY WEEK, THEY IDENTIFY THOSE GANG HOUSES AND YOUR GUYS GO
15 IN THERE AND, WHAT IS IT, WHERE YOU WRITE THEM UP AND YOU
16 BRING THEM BACK IN.

17

18 **PAUL HIGA:** RIGHT.

19

20 **SUP. MOLINA, CHAIR:** YOU HAVE THE ABILITY TO DO THAT AND TAKE
21 THEM OFF THE STREETS IMMEDIATELY.

22

23 **PAUL HIGA:** RIGHT. SO...

24



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1 **SUP. MOLINA, CHAIR:** BUT IT HAS TO BE THE COMMUNITY AND
2 HOPEFULLY SHERIFF OR LAW ENFORCEMENT THAT...

3

4 **PAUL HIGA:** THAT'S ALSO-- I'M SORRY. IT'S ALSO A ISSUE OF NOT
5 ONLY WITH JUVENILES BUT YOUNG ADULTS AND PAROLE.

6

7 **SUP. BURKE:** OH, ABSOLUTELY.

8

9 **PAUL HIGA:** AND IT IS A COMPREHENSIVE APPROACH AND WE DO NEED
10 TO WORK CLOSER, ESPECIALLY AS THE EVENTS ESCALATE IN THE
11 COMMUNITIES.

12

13 **SUP. MOLINA, CHAIR:** WE'RE ASKING FOR THE IMPLEMENTATION OF THE
14 VALINDA MODEL IN PICO RIVERA. WE JUST HAD ANOTHER DEATH OUT
15 THERE, ANOTHER KILLING, AND THEN THE GUY TOOK OFF AND HE
16 CRITICALLY INJURED AN INNOCENT VICTIM. YOU KNOW, ONE THING
17 ABOUT GANG DEATHS ARE GANG DEATHS BUT THEY ARE KILLING
18 INNOCENT PEOPLE IN THEIR PATHWAY AND THAT IS WHAT'S MOST
19 TROUBLING.

20

21 **SUP. BURKE:** ON THE FREEWAY, INNOCENT PEOPLE. THAT'S REALLY
22 TRAGIC.

23

24 **SUP. MOLINA, CHAIR:** AND, AS YOU KNOW, ALEX PADIA LOST A
25 NEIGHBOR RIGHT IN FRONT OF HIS CHILDREN AND HIS WIFE AND HE



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1 WAS KILLED POINT-BLANK BY SAYING HE DIDN'T BELONG TO ANY GANG,
2 A 30-YEAR-OLD. I THINK THAT'S SHAMEFUL. SO WE DO HAVE TO
3 INTENSIFY OUR RESPONSIBILITY TO IT.

4

5 **SUP. ANTONOVICH:** LET ME JUST POINT OUT THAT THE IMPACT OF
6 DISARM, WHERE YOU FOCUS ON GANG MEMBERS WHO ARE NOT PERMITTED
7 TO BE IN POSSESSION OF GUNS AS A CONDITION OF THEIR PAROLE,
8 HAS DONE AN INCREDIBLE JOB IN REDUCING A LOT OF THE VIOLENCE
9 THAT COULD HAVE OCCURRED AND THAT EXPANSION OF THAT PROGRAM
10 WOULD REDUCE VIOLENCE EVEN FURTHER.

11

12 **SUP. MOLINA, CHAIR:** WELL, NOT NECESSARILY, BECAUSE YOU CAN'T
13 JUST GO IN WITH GUNS ON PROBATION. YOU GOT TO HAVE AN
14 IDENTITY, YOU HAVE TO HAVE AN UNDERSTANDING, YOU HAVE TO HAVE
15 A COMPREHENSIVE APPROACH AND YOU ALSO HAVE TO HAVE-- BRING IN
16 OTHER RESOURCES, INCLUDING LIKE WHAT HAS HAPPENED IN SOME OF
17 OUR NEIGHBORHOODS IN WHICH YOU HAVE WOMEN, WIVES, SISTERS,
18 HARBORING SOME OF THESE CRIMINALS WITH TWO-YEAR-OLDS AND
19 THREE-YEAR-OLDS PLAYING IN THE FRONT YARD AND WE HAVE TO BE
20 ABLE TO SAY TO THEM THAT THEY'RE PUTTING CHILDREN IN HARM'S
21 WAY AND, IF NEED BE, WE NEED TO BRING IN CHILDREN'S SERVICES
22 TO MONITOR THOSE ACTIVITIES. SO IT ISN'T JUST CARRYING A GUN,
23 IT'S LOOKING AT MANY DIFFERENT STRATEGIES TO APPROACH THIS AND
24 IT HAS TO BE COMPREHENSIVE. I WISH IT WERE JUST ONE PROGRAM.



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1 IF WE ALL WALKED AROUND WITH GUNS, AS ARCHIE BUNKER SAID,
2 MAYBE THAT'S THE WAY TO RESOLVE IT, BUT I DON'T THINK IT IS.

3

4 **SUP. BURKE:** WELL, THEY TAKE THE GUNS AND SHOOT YOU WITH IT.
5 THAT'S WHAT HAPPENS.

6

7 **SUP. ANTONOVICH:** REMOVE THE GUNS FROM THOSE PEOPLE THAT ARE
8 CREATING THE CRIME, THEN YOU REDUCE ONE ELEMENT.

9

10 **SUP. MOLINA, CHAIR:** WELL, I'M ALL IN FAVOR OF TAKING THE GUNS
11 FROM THOSE THAT ARE CREATING THE CRIMES.

12

13 **SUP. BURKE:** I DON'T KNOW HOW MUCH WORSE IT COULD HAVE BEEN. WE
14 HAVE DISARM IN OUR DISTRICT, AND I DON'T KNOW HOW MUCH WORSE
15 IT COULD BE.

16

17 **SUP. MOLINA, CHAIR:** REALLY. ANYWAY BUT MR. HIGA, I'M REALLY
18 CONCERNED ABOUT INSIDE JOBS HERE. I AM STILL AWAITING A REPORT
19 FROM THOSE PINHEADS THAT LEFT THE KEYS AT THAT CAMP SO THAT A
20 COUPLE OF JUVENILES COULD WALK OUT AFTER THEY WERE LOCKED UP,
21 WHO JUST HAPPENED TO GO INTO THE PARKING LOT AND HAPPENED TO
22 FIND A CAR WITH THE KEYS IN IT, AS I UNDERSTAND AND DROVE
23 THEMSELVES OUT OF THERE. LOOKS LIKE SOMEBODY IS GREASING SOME
24 PALMS WITHIN THE DEPARTMENT.

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **PAUL HIGA:** I JUST SAW THAT REPORT ON MY DESK LAST NIGHT.

2

3 **SUP. MOLINA, CHAIR:** YOU JUST SAW IT? I SAW IT TWO WEEKS AGO.
4 I'M STILL WAITING TO HEAR A RESPONSE FROM YOU.

5

6 **PAUL HIGA:** THE FULL INVESTIGATION REPORT ON MY DESK LAST
7 NIGHT.

8

9 **SUP. MOLINA, CHAIR:** WHEN WILL YOU GET IT TO ME?

10

11 **PAUL HIGA:** THIS AFTERNOON.

12

13 **SUP. MOLINA, CHAIR:** THANK YOU, SIR. ANYTHING ELSE? MS. BURKE?

14

15 **SUP. BURKE:** I THINK THAT'S ALL THAT I HELD

16

17 **SUP. YAROSLAVSKY:** WAS THAT ITEM 31?

18

19 **SUP. MOLINA, CHAIR:** NO, NOT YET, WE HAVEN'T VOTED ON IT BUT
20 THAT'S ITEM 31 THAT IS BEFORE US. IT IS MOVED BY SUPERVISOR
21 BURKE, SECONDED BY SUPERVISOR YAROSLAVSKY. IF THERE'S NO
22 OBJECTION...

23

24 **SUP. KNABE:** AS AMENDED, RIGHT?

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. MOLINA, CHAIR:** I DON'T KNOW THAT SHE AMENDED IT.

2

3 **SUP. BURKE:** OH, I WAS SUPPOSED TO HAVE AN AMENDMENT. YES, I'M
4 SORRY. I'LL PASS OUT THE AMENDMENT.

5

6 **SUP. MOLINA, CHAIR:** OKAY. HERE'S THE AMENDMENT. OH. IT'S A
7 FIVE-SIGNATURE LETTER TO THE GOVERNOR AND LEGISLATURE ASKING
8 FOR CONTINUED SUPPORT ON THIS. VERY GOOD. ALL RIGHT. AS
9 AMENDED, MOVED BY SUPERVISOR BURKE, SECONDED BY SUPERVISOR
10 KNABE. IF THERE'S NO OBJECTION, SO ORDERED, AS AMENDED. THANK
11 YOU. THANK YOU, MR. HIGA.

12

13 **PAUL HIGA:** THANK YOU.

14

15 **SUP. MOLINA, CHAIR:** ALL RIGHT. MR. KNABE, YOUR SPECIALS. OH,
16 I'M SORRY. MR. YAROSLAVSKY, YOUR SPECIALS.

17

18 **SUP. YAROSLAVSKY:** I DON'T THINK I HAVE ANY ADJOURNING MOTIONS
19 TODAY, MADAM CHAIR, BUT LET ME SEE IF WE WERE HOLDING
20 ANYTHING.

21

22 **SUP. MOLINA, CHAIR:** DID YOU HOLD ANY ITEMS? NO?

23



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. YAROSLAVSKY:** I'M LOOKING. I'D LIKE TO TAKE UP ITEM NUMBER
2 50. MR. KNABE HELD IT. I WAS GOING TO HOLD IT BUT I'VE HAD MY
3 QUESTIONS ANSWERED. THE SHERIFF'S DEPARTMENT.

4
5 **SUP. MOLINA, CHAIR:** ITEM 50.

6
7 **SUP. KNABE:** THE QUESTION THAT I HAD IN REGARDS TO ITEM 50 WAS
8 SIMPLY, ONE, ARE THEY REAL SAVINGS OR WAS IT AN OVERESTIMATE?
9 I MEAN, THIS ALLOCATION OF SAVINGS IN WORKERS' COMP, IF, IN
10 FACT, THESE ARE REAL SAVINGS, THAT'S SOME SIGNIFICANT
11 PROGRESS. IF IT WAS AN OVERESTIMATE OF COST OF WORKERS'
12 COMPENSATION, THEN WE STILL HAVE ISSUES TO DEAL WITH. SO MY
13 QUESTION IS, ONE, WERE THEY REAL SAVINGS OR, TWO, WAS IT JUST
14 AN OVERESTIMATE AND ABLE TO REALLOCATE THE \$19 MILLION?

15
16 **C.A.O. JANSSEN:** THANK YOU, MADAM CHAIR, SUPERVISOR KNABE, OF
17 THE 19 MILLION, 11.1 IS ATTRIBUTED TO WORKERS' COMPENSATION
18 SAVINGS, SO IT'S NOT QUITE AS LARGE AS IT SOUNDS WHICH IS, I
19 THINK, BETTER, FRANKLY. WE BELIEVE IT'S A RESULT OF TWO
20 THINGS: ONE, THE CHANGE IN LAW RELATED TO OUR ABILITY TO
21 CONTROL MEDICAL COSTS, SO THAT THAT IS A REAL PLUS. THE OTHER
22 IS MAYBE A LITTLE MORE INTANGIBLE BUT IT IS THE SHERIFF'S
23 DEPARTMENT'S FOCUS ON THE PROBLEM AND THE ISSUE, RETURN TO
24 WORK, DOING A BETTER JOB WITH WORKERS' COMPENSATION. SO IT'S A
25 COMBINATION OF BOTH, BUT BOTH, I THINK, ARE POSITIVE.



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1

2 **SUP. KNABE:** SO THE REALITY, THEN, IS THAT THE REAL SAVINGS
3 THERE IS ONLY 11 MILLION AND THE OTHERS ARE JUST A GENERAL
4 FUND SITUATION WHERE...

5

6 **C.A.O. JANSSEN:** JUDGMENT AND DAMAGE SAVINGS.

7

8 **SUP. KNABE:** WHERE THEY OVERESTIMATED. OR, YOU KNOW, NOT-- YOU
9 KNOW...

10

11 **C.A.O. JANSSEN:** RIGHT. THE JUDGMENT AND DAMAGES PIECES IS YOU
12 NEVER KNOW WHAT IT'S GOING TO COST YOU IN LITIGATION IN A
13 YEAR. THAT IS AVAILABLE. THESE ARE BEING SPENT FOR ONE-TIME
14 PURPOSES, WHICH I THINK IS VERY APPROPRIATE. WE'RE LOOKING AT
15 A REDUCTION IN WORKERS' COMPENSATION AGAIN NEXT YEAR, SO IT'S
16 MOVING IN THE RIGHT DIRECTION.

17

18 **SUP. KNABE:** YEAH, I MEAN, THE REALITY IS, THOUGH, I MEAN, AND
19 YOU MADE IT EARLIER, IS IT'S REALLY A RESULT MORE OF THE LAWS,
20 THE GOVERNOR'S REFORM THAT WENT INTO EFFECT.

21

22 **C.A.O. JANSSEN:** ABSOLUTELY.

23

24 **SUP. KNABE:** RATHER THAN...

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **C.A.O. JANSSEN:** A SUDDEN...

2

3 **SUP. KNABE:** IMPROVEMENT IN THE SHERIFF'S DEPARTMENT AS IT
4 RELATES TO THIS OVERALL...

5

6 **C.A.O. JANSSEN:** ...CHANGE IN APPROACH. NO, THERE WAS-- AND,
7 CLEARLY, WE SAID AT THE TIME THAT WE ESTIMATED LONG-TERM THERE
8 WOULD BE ABOUT 50 MILLION, AS I RECALL, OVERALL SAVINGS. OTHER
9 DEPARTMENTS ARE EXPERIENCING SIMILAR SAVINGS, SUPERVISOR. IT'S
10 NOT JUST THE SHERIFF'S DEPARTMENT.

11

12 **SUP. KNABE:** OKAY. THEY ALSO HAVE THE MOST SIGNIFICANT WORKERS'
13 COMP ISSUE.

14

15 **C.A.O. JANSSEN:** THEY HAVE-- THEY AND FIRE, RIGHT.

16

17 **SUP. KNABE:** OKAY.

18

19 **SUP. MOLINA, CHAIR:** BUT I THINK IT'S WORTH NOTING THAT THERE
20 IS SAVINGS THROUGHOUT ALL OF THE DEPARTMENTS AND SO...

21

22 **C.A.O. JANSSEN:** THIS IS VERY GOOD NEWS.

23



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. MOLINA, CHAIR:** IT IS GOOD NEWS AND, YOU KNOW, AND THERE
2 WAS A LOT OF, WELL, UNCERTAINTY AS TO WHETHER IT WOULD PROVIDE
3 ANYTHING.

4

5 **C.A.O. JANSSEN:** RIGHT, ANY SAVINGS.

6

7 **SUP. MOLINA, CHAIR:** BUT I DO THINK IT'S ALSO IMPORTANT TO
8 RECOGNIZE THAT THIS IS A BIG CHUNK OF CHANGE GOING TO THE
9 SHERIFF'S DEPARTMENT.

10

11 **C.A.O. JANSSEN:** YES.

12

13 **SUP. MOLINA, CHAIR:** AND ONE WOULD THINK THAT IT WOULD GO TO
14 GETTING OUR JAILS OPENED, BECAUSE THAT'S THE BIGGEST COMPLAINT
15 OF THE DAY, INSTEAD OF BUYING OTHER KINDS OF THINGS.

16

17 **C.A.O. JANSSEN:** WELL, NO, BUT WE-- THIS IS ONE-TIME MONEY. WE
18 DON'T WANT THEM OPENING THE JAILS WITH THIS MONEY, SUPERVISOR.

19

20 **SUP. MOLINA, CHAIR:** YEAH, I KNOW BUT...

21

22 **C.A.O. JANSSEN:** IT IS AND THE JAILS...

23

24 **SUP. MOLINA, CHAIR:** THERE ARE ONE-TIME COSTS ASSOCIATED WITH
25 OPENING THE JAILS.



**The Meeting Transcript of
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1

2 **C.A.O. JANSSEN:** YES, BUT WHEN WE PRESENT THE BUDGET NEXT WEEK,
3 WE WILL DEAL WITH REOPENING ALL OF THE JAILS.

4

5 **SUP. MOLINA, CHAIR:** ALL RIGHT BUT I DO THINK IT IS AN
6 IMPORTANT THING TO NOTE.

7

8 **SUP. KNABE:** BUT THEY ALSO USE ONE-TIME MONEY AS A RATIONALE TO
9 CLOSE JAILS.

10

11 **SUP. MOLINA, CHAIR:** RIGHT. BUT I DO THINK IT'S IMPORTANT TO
12 NOTE. I THINK THAT WE SHOULD APPROVE IT BUT, AT THE SAME TIME,
13 I THINK IT'S IMPORTANT TO RECOGNIZE AND UNDERSTAND BECAUSE
14 PART OF THE WALTZ THAT WILL GO ON WITH THE SHERIFF'S
15 DEPARTMENT AGAIN IS, "YOU AIN'T GIVING ME ENOUGH MONEY SO I'M
16 CLOSING MORE JAIL BEDS," AND...

17

18 **SUP. YAROSLAVSKY:** I'D BE REAL SURPRISED...

19

20 **SUP. MOLINA, CHAIR:** AND THEY'RE ALL THERE LISTENING SO I JUST
21 WANT THEM TO BE...

22

23 **C.A.O. JANSSEN:** THAT WON'T HAPPEN THIS YEAR.

24



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **SUP. YAROSLAVSKY:** I'D BE REAL SURPRISED IF THEY'RE GOING TO
2 SAY THAT THEY NEED MORE MONEY AFTER THIS BUDGET.

3

4 **SUP. MOLINA, CHAIR:** OH, WATCH 'EM.

5

6 **C.A.O. JANSSEN:** NO, THAT-- I DON'T THINK THAT'S GOING TO
7 HAPPEN THIS YEAR.

8

9 **SUP. MOLINA, CHAIR:** WATCH 'EM. SO I THINK IT SHOULD BE
10 APPROVED AS WELL BUT I WANT IT TO BE DULY NOTED. ALL RIGHT.
11 ARE YOU MOVING FORWARD?

12

13 **SUP. KNABE:** I'LL MOVE THE ITEM THEN.

14

15 **SUP. YAROSLAVSKY:** BY THE WAY, I BELIEVE THAT SOME OF THIS
16 MONEY IS GOING TO IMPROVEMENTS IN THE JAIL, ISN'T IT? ABOUT
17 FIVE MILLION DOLLARS OF IT?

18

19 **SUP. MOLINA, CHAIR:** OUT OF 20.

20

21 **SUP. YAROSLAVSKY:** THAT'S A BIG CHUNK, ON TOP OF EVERYTHING
22 ELSE WE'VE PUT INTO THE JAILS IN DECEMBER.

23

24 **SUP. MOLINA, CHAIR:** ALL RIGHT. AGAIN,

25



**The Meeting Transcript of
The Los Angeles County Board of Supervisors**

1 **C.A.O. JANSSEN:** BUSES ARE RELATED TO THE JAILS...

2

3 **SUP. MOLINA, CHAIR:** LET'S MAKE SURE IT'S WELL NOTED. I JUST
4 WANT TO MAKE A POINT OF THAT.

5

6 **SUP. KNABE:** THAT'S RIGHT. IT'S WELL NOTED AND SUPERVISOR
7 YAROSLAVSKY IS SO KIND AND GENTLE ABOUT THE SHERIFF'S
8 DEPARTMENT. THAT'S VERY SPECIAL.

9

10 **SUP. MOLINA, CHAIR:** ALL RIGHT. SO THAT ITEM IS MOVED BY
11 SUPERVISOR YAROSLAVSKY, SECONDED BY SUPERVISOR KNABE. IF
12 THERE'S NO OBJECTION, SO ORDERED. YOU'RE FREE, GENTLEMEN AND
13 LADIES. ALL RIGHT. NEXT ITEM. MR. KNABE, YOUR SPECIALS.

14

15 **SUP. KNABE:** YES. MADAM CHAIR, MEMBERS OF THE BOARD, I HAVE A
16 NUMBER OF ADJOURNMENTS, UNFORTUNATELY. FIRST OF ALL, THAT WE
17 ADJOURN IN MEMORY OF A LONG-TIME FRIEND, MR. TOM NAKAMURA. TOM
18 AND I GO WAY BACK TO THE EARLY OPTIMIST DAYS, VERY INVOLVED IN
19 THE OPTIMIST YOUTH HOMES AND WAS A PAST GOVERNOR OF THE
20 PACIFIC SOUTHWEST DISTRICT. HE WILL BE SORELY MISSED BY HIS
21 FAMILY AND FRIENDS AND SURVIVED BY GRANDCHILDREN. ALSO THAT WE
22 ADJOURN IN MEMORY TODAY OF VERA LOPEZ, A LIFELONG RESIDENT OF
23 VENTURA COUNTY. SHE WAS 84 AND IS THE GRANDMOTHER OF MY
24 DEPUTY, RICK VELASQUEZ. ALSO THAT WE ADJOURN IN MEMORY OF SARA
25 LOFTUS, WHO PASSED AWAY ON APRIL 6TH AT THE VERY YOUNG AGE OF



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1 57. SHE'S SURVIVED BY HER BROTHERS, DON AND MICHAEL, SISTER,
2 MARY, NUMEROUS NIECES AND NEPHEWS. SHE'S ALSO SURVIVED BY HER
3 LONG- TIME FRIEND AND PARTNER, GARY STIBAL, HIS SON, MATT
4 STIBAL AND DAUGHTER, ARLENE, AND SPECIAL GRANDCHILDREN, EMMA
5 AND TYLER. ALSO THAT WE ADJOURN IN MEMORY OF WILLIAM "RED"
6 ASTON, WHO PASSED AWAY AT THE AGE OF 83. MORE FONDLY KNOWN AS
7 "RED," HE WAS A MEMBER OF THE BELLFLOWER CITY AND TRAFFIC
8 SAFETY COMMISSION, WAS PRESIDENT OF THE HOLY REDEEMER LUTHERAN
9 CHURCH, WHERE HE WAS A MEMBER FOR OVER 40 YEARS. HE IS
10 SURVIVED BY HIS WIFE, HELEN, SONS, DAN, MIKE AND TOM,
11 DAUGHTER, LINDA, STEPDAUGHTER, PAM, STEPSON, RON, BROTHER,
12 BOB, SISTER, DOROTHY, 14 GRANDCHILDREN AND SEVERAL GREAT-
13 GRANDCHILDREN. AND FINALLY THAT WE ADJOURN IN THE MEMORY OF
14 MR. GEORGE BARRY MILLER, WHO PASSED AWAY ON APRIL 4TH AT THE
15 AGE OF 61. HE WAS A LONG-TIME BELLFLOWER RESIDENT WHO
16 MAINTAINED BUSINESSES THROUGHOUT BELLFLOWER AND DOWNEY AREA
17 SINCE THE EARLY '40S. THE MAIN BUSINESS WAS MILLER'S MEN'S
18 STORE THAT, FOR MANY YEARS, WAS AT THE CORNER OF BELMONT AND
19 BELLFLOWER PRIOR TO ITS RELOCATION IN DOWNEY. HE'S SURVIVED BY
20 HIS MOTHER, MARY ELLEN, AND HIS SISTER, JANICE. THOSE ARE MY
21 ADJOURNMENTS.

22
23 **SUP. MOLINA, CHAIR:** SO ORDERED ON THOSE ITEMS.



**The Meeting Transcript of
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1 **SUP. KNABE:** THEN I HELD, LET'S SEE, ITEM 34 AND I BELIEVE A
2 MEMBER OF THE PUBLIC HELD IT AS WELL, TOO. I'M NOT SURE WHO
3 FROM THE PUBLIC.

4

5 **SUP. MOLINA, CHAIR:** MR. BAXTER, IF YOU'D JOIN US.

6

7 **PETER BAXTER:** MADAM CHAIR, MEMBERS OF YOUR HONORABLE BOARD,
8 MR. JANSSEN, LADIES AND GENTLEMEN, MY NAME IS PETER BAXTER AND
9 I LIVE IN LOS ANGELES. IT IS RESPECTFULLY SUBMITTED THAT THIS
10 AGENDA ITEM IS FOR CONSTRUCTION WORK WHICH IS DEPENDENT UPON
11 THE KNOWLEDGE AND EXPERIENCE OF CIVIL ENGINEERS. THE ADOPTION
12 OF THIS AGENDA ITEM BY YOUR HONORABLE BOARD IS PUBLIC NOTICE
13 TO ALL THAT YOU RELY UPON THAT KNOWLEDGE AND EXPERIENCE OF
14 CIVIL ENGINEERS TO CONDUCT THE USUAL BUSINESS OF THE COUNTY OF
15 LOS ANGELES. THE RESPONSIBILITY IN THE TECHNICAL PROBLEM OF
16 FIGHTING FIRE IN HIGH-RISE BUILDINGS, LIKE THE TWIN TOWERS ON
17 9/11 IN MANHATTAN, IS OF AN ENGINEERING NATURE. THE TWIN
18 TOWERS OF MANHATTAN BURNED TO THE GROUND ON 9/11 WITHIN ABOUT
19 ONE HOUR OF TIME AND AT A LOSS OF LIFE TO ABOUT 3,000 VICTIMS.
20 IF THE NONFLAMMABLE GAS OF STEAM WERE TO BE FLOWN TO THE SITE
21 OF SUCH A FIRE AND PUMPED INTO THE OPENINGS IN THE WALLS OF
22 THE TWIN TOWERS FROM WHICH OPENINGS CLOUDS OF SMOKE WERE
23 BILLOWING FROM THE FIRE, THE QUESTION ARISES, WOULD THE FIRE
24 IN SUCH A STRUCTURE GO OUT WERE STEAM TO BE PUMPED INTO THE
25 FIRE SITE AT A PRESSURE WHICH IS GREATER THAN THE ATMOSPHERIC



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1 PRESSURE AT THE FIRE SITE? SUCH A QUESTION IS BASIC TO THE
2 KNOWLEDGE AND EXPERIENCE OF CIVIL ENGINEERING AS A STUDY WITH
3 A PARTICULARITY THAT IS LIKELY NOT SO SPECIFIC AND RELATED TO
4 THE KNOWLEDGE AND EXPERIENCE OF PROFESSIONAL FIREFIGHTERS.
5 THIS IS AN ENGINEERING QUESTION RATHER THAN A QUESTION THAT IS
6 OF AN OPERATIONAL FIREFIGHTING NATURE, ALL OF WHICH IS
7 RESPECTFULLY SUBMITTED, MADAM PRESIDENT. ON JANUARY 18, THE
8 FIRE CHIEF WROTE ME A LETTER ON YOUR RECOMMENDATION, WHICH
9 STATED THAT, IN HIS OPINION, THERE WAS LITTLE-- NO POSSIBILITY
10 OF BEING ABLE TO FLY A SOURCE OF STEAM TO A HIGH-RISE
11 BUILDING. SINCE THEN, I HAVE RAISED THE QUESTION OF IT BEING
12 MORE IN LINE WITH THE DIRECTOR OF PUBLIC WORKS, WHO IS PRESENT
13 IN THIS HEARING ROOM, I BELIEVE, TODAY AND WHO WOULD, I'M
14 QUITE SURE, BE WILLING TO ANSWER IN TERMS OF PROFESSIONAL
15 COMPETENCE MY QUESTION, WHICH IS WOULD IT WORK? THANK YOU,
16 MADAM PRESIDENT.

17

18 **SUP. MOLINA, CHAIR:** THANK YOU SO MUCH, MR. BAXTER.

19

20 **SUP. KNABE:** I HAVE A QUESTION FOR THE DIRECTOR OF PUBLIC
21 WORKS, NOT IN REGARDS TO THE HIGH-RISE STEAM. THIS IS AN
22 UNDERPASS. THIS HAS BEEN AN ONGOING ISSUE, DON, THAT WE'VE
23 TRIED TO WORK ON OUT THERE AND IT'S COME TO MY ATTENTION THAT
24 THERE WERE A LOT OF DESIGN ISSUES THAT HAD BEEN COMMUNICATED
25 AMONGST THE VARIOUS PARTIES. AND, YOU KNOW, YOU'VE GOT THE



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1 HABITAT AUTHORITY, YOU'VE GOT YOUR DEPARTMENT, YOU'VE GOT
2 OTHER STAKEHOLDERS, THE ROWLAND WATER DISTRICT. I JUST HOPE
3 THAT, IN THE FUTURE, THAT, YOU KNOW, WE'RE SHARING THE DESIGN
4 PARAMETERS WITH EACH OTHER SO THAT WE HAVE SOME-- WE HAD A
5 MAJOR ISSUE AS IT RELATES TO LOCATION OF UTILITIES AND THINGS
6 LIKE THAT ON THIS UNDERPASS. IS THIS ALL COMING BACK TO THE
7 BOARD? THIS IS NOT APPROVING THE DESIGN TODAY, IS THAT
8 CORRECT?

9

10 **DON WOLFE:** THAT'S CORRECT, SUPERVISOR. EXCUSE ME, MEMBERS OF
11 THE BOARD, MY NAME IS DON WOLFE, ACTING DIRECTOR OF PUBLIC
12 WORKS. YES, CORRECT, SUPERVISOR. THIS JUST APPROVES THE
13 AGREEMENT BETWEEN THE HABITAT FOLKS AND THE COUNTY FOR US TO
14 ADMINISTER THE CONSTRUCTION CONTRACT. THAT ALLOWS US TO GET
15 THE OKAY FROM CALTRANS TO MOVE FORWARD IN ABOUT FOUR WEEKS,
16 WE'LL BE COMING TO YOUR BOARD WITH THE FINAL PLANS AND SPECS.
17 IN THE MEANTIME, WE WILL WORK CLOSELY WITH THE UTILITY
18 COMPANIES AND ALL THE OTHER STAKEHOLDERS TO MAKE SURE THAT THE
19 FINAL DESIGN PLANS ARE CONSISTENT WITH THEIR CURRENT AND
20 FUTURE PLANNING FOR UTILITIES IN THE ROAD.

21

22 **SUP. KNABE:** OKAY. THANK YOU. MADAM CHAIR, I'D MOVE THE ITEM
23 WITH THAT.

24

25 **SUP. MOLINA, CHAIR:** ALL RIGHT. THAT ITEM IS...



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1

2 **SUP. KNABE:** COMMENT ON THE RECORD.

3

4 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR KNABE, SECONDED BY
5 SUPERVISOR ANTONOVICH. IF THERE'S NO OBJECTION, SO ORDERED.

6

7 **SUP. KNABE:** I ALSO HELD ITEM 24 AND I GUESS MY QUESTION IS TO
8 THE C.A.O. AND TO WHOEVER MADE THIS RECOMMENDATION ON THESE
9 NEW PROVISIONS. I JUST-- I'VE BEEN TOLD AND I JUST WANT TO
10 HEAR PUBLICLY THAT THESE NEW PROVISIONS APPLY ONLY TO REFUGIO.
11 IS THAT CORRECT? DAVID, DO YOU...

12

13 **C.A.O. JANSSEN:** I THINK DR. SANDERS IS GOING TO ANSWER THAT.

14

15 **SUP. KNABE:** AND I GUESS THE OTHER-- WHILE YOU'RE ADDRESSING
16 THAT, SPECIFIC TO THAT GROUP HOME THAT WHAT WILL THE POTENTIAL
17 IMPACT OF THIS BE, THESE NEW MEASURES HAVE ON OTHER GROUP
18 HOMES AND FOSTER FAMILY AGENCIES AND IS IT-- WE GOING TO SORT
19 OF BE THE UNNECESSARY CONTROL ISSUE, AGAIN, OR ARE WE GOING TO
20 HAVE TO GO BACK THROUGH THAT OR-- WHAT'S-- WHAT'S THE IMPACT?

21

22 **DR. DAVID SANDERS:** SUPERVISOR KNABE, DAVID SANDERS, DIRECTOR
23 OF CHILDREN AND FAMILY SERVICES. THE STRUCTURE OF THE CONTRACT
24 WITH REFUGIO INCLUDES A NUMBER OF ADDITIONAL MEASURES THAT WE
25 THINK STRENGTHEN FISCAL ACCOUNTABILITY FOR THAT CONTRACT



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1 SPECIFICALLY BUT ARE ALSO GUIDELINES AS WE MOVE INTO THE
2 FUTURE. WITH THE BOARD MOTION IN OCTOBER THAT DIRECTED US TO
3 LOOK AT STRENGTHEN FISCAL ACCOUNTABILITY MEASURES, THE PROCESS
4 WAS THAT WE SENT THOSE ACCOUNTABILITY MEASURES OUT TO GROUP
5 HOMES AND F.F.A.S AND WE WOULD RECEIVE FEEDBACK. AND SO WE'RE
6 IN THE PROCESS NOW OF RECEIVING FEEDBACK AND THAT CAN
7 CERTAINLY RESULT IN MODIFICATIONS OF THE LANGUAGE THAT WE
8 ULTIMATELY SUBMIT FOR THE NEW F.F.A. AND GROUP HOME CONTRACTS.
9 BUT WE THINK THAT THERE ARE PROVISIONS IN REFUGIO'S CONTRACT
10 THAT WILL HELP US AS WE MOVE INTO THE FUTURE.

11

12 **SUP. KNABE:** BUT WE'RE ALSO BEING TOLD THEY'RE SPECIFIC TO
13 REFUGIO. SO, I MEAN, ARE ALL-- YOU KNOW, BECAUSE, YOU KNOW, WE
14 WENT THROUGH THIS WHOLE ISSUE AND I DON'T WANT TO REOPEN IT
15 AGAIN. I THOUGHT WE HAD SOME RESOLVE TO THIS BUT THERE IS
16 CONCERN BEING EXPRESSED THAT THIS PARTICULAR CONTRACT COULD
17 OPEN UP SOME RATHER UNNECESSARY CONTROLS IN MONITORING BECAUSE
18 OF THE WAY THIS CONTRACT WAS WRITTEN.

19

20 **DR. DAVID SANDERS:** SUPERVISOR KNABE, THIS CONTRACT IS SPECIFIC
21 TO REFUGIO AND SO ANY FUTURE CONTRACT LANGUAGE WILL BE
22 DEPENDENT ON WORK WITH BOTH F.F.A.S AND GROUP HOMES AND THEN
23 WOULD BE BROUGHT BACK LATER IF THERE ARE TO BE CHANGES TO THE
24 BOARD BUT THIS IS SPECIFIC TO REFUGIO.

25



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1 **SUP. KNABE:** OKAY. THANK YOU.

2

3 **SUP. ANTONOVICH:** CAN A ASK A QUESTION?

4

5 **SUP. MOLINA, CHAIR:** SUPERVISOR ANTONOVICH.

6

7 **SUP. ANTONOVICH:** HAVE ALL OF THE RECOMMENDATIONS OF THE
8 AUDITOR-CONTROLLER BEEN IMPLEMENTED?

9

10 **DR. DAVID SANDERS:** WITHIN THE CONTRACT OF REFUGIO, YES.

11

12 **SUP. ANTONOVICH:** AND THE MONITORING WILL BE IN PLACE TO ENSURE
13 THAT...

14

15 **DR. DAVID SANDERS:** YES. ACTUALLY, THE MONITORING WILL OCCUR.
16 THE TWO DEPARTMENTS WILL BE INVOLVED, CHILDREN AND FAMILY
17 SERVICES AND THE AUDITOR-CONTROLLER IN MONITORING AND WE WILL
18 HAVE-- WE'VE LAID OUT A SCHEDULE THAT'S ACTUALLY A THREE-MONTH
19 SCHEDULE FOR DIRECTOR MONITORING OF THE AGENCY AS WELL AS A
20 MONTHLY REPORT BACK.

21

22 **SUP. ANTONOVICH:** AND HAVE YOU LOOKED AT THE OTHER CONTRACTS,
23 AND HOW MANY HAVE YOU REVIEWED THAT THEY'RE ALL COMPLYING NOW?

24



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The Los Angeles County Board of Supervisors**

1 **DR. DAVID SANDERS:** SUPERVISOR ANTONOVICH, THERE ARE A COUPLE
2 OF PROCESSES IN PLACE RIGHT NOW. THE AUDITOR DOES ROUTINE
3 MONITORING OF F.F.A.S AND OF GROUP HOMES AND I'M NOT SURE OFF
4 THE TOP OF MY HEAD THE NUMBER THAT THEY HAVE MONITORED AND
5 THEN WE WORK WITH THEM IN IMPLEMENTING CORRECTIVE ACTION PLANS
6 FOR PROVIDERS THAT ARE OUT OF COMPLIANCE WITH EXPENDITURES.

7

8 **SUP. ANTONOVICH:** PERHAPS YOU CAN GIVE US A REPORT ON HOW MANY
9 HAVE BEEN REVIEWED AND HOW MANY ARE PENDING.

10

11 **DR. DAVID SANDERS:** SURE.

12

13 **SUP. ANTONOVICH:** AND THE TIME FRAME THAT THEY'LL ALL BE
14 COMPLETED.

15

16 **SUP. MOLINA, CHAIR:** IS THAT ALL YOUR QUESTIONS? ALL RIGHT. I'M
17 ASKING THAT THIS ITEM BE CONTINUED FOR TWO WEEKS. I'VE TALKED
18 TO THE AUDITOR. HERE'S MY CONCERN AND I'VE ASKED STAFF AS
19 WELL. I'M WORRIED ABOUT THIS NONPROFIT. I UNDERSTAND IT'S
20 RESTRUCTURED ITSELF, I UNDERSTAND IT'S EVEN REINVENTED ITSELF.
21 I'VE SERVED ON NONPROFITS AND I DON'T UNDERSTAND HOW THEY WERE
22 ABLE TO REMOVE SO MANY OF THEIR BOARD OF DIRECTORS AND HOW
23 THEY STRAIGHTENED THEMSELVES UP. I DON'T UNDERSTAND THAT THEY
24 HAVE TOTAL FREEDOM FROM THE EXECUTIVE DIRECTOR, ALTHOUGH I'M
25 TOLD THAT THERE IS SOME FREEDOM FROM THAT. I DON'T KNOW IF



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1 THERE'S ANY PENDING LAWSUITS THAT ARE GOING TO BE INHERITED BY
2 THIS AGENCY, CONSIDERING ALL THE CHAOS THAT WAS GOING ON. AND
3 SO I'VE ASKED THE AUDITOR TO LOOK AT SOME OF THESE ISSUES AND
4 TO REPORT BACK. IT'S ONE THING THEY CAN TELL US ALL THESE
5 BOARD MEMBERS ARE GONE BUT I DON'T UNDERSTAND THAT TO HAVE
6 BEEN REALLY ASKED WITH THE KIND OF CLARITY. I JUST DON'T WANT
7 IT-- I WANT TO INHERIT THIS NEW, IMPROVED ORGANIZATION BUT I'M
8 VERY NERVOUS HOW, ALL OF A SUDDEN, IT'S REINVENTING ITSELF,
9 AND I HAVE SAT ON NONPROFITS THAT HAVE A HECK OF A TIME TRYING
10 TO DO SO. SO I'M TRYING TO UNDERSTAND HOW THAT ALL HAPPENED
11 AND THE ACCOUNTABILITY THAT WE HAVE. I JUST DON'T WANT TO
12 CREATE SOMETHING ELSE THAT, IN THE BACKGROUND, ARE STILL
13 LURKING, SOME FOLKS THAT MAY HAVE STILL THEIR FINGERS IN THE
14 POT ON THIS. AND THAT'S WHAT I'M WORRIED ABOUT.

15

16 **SUP. BURKE:** MADAM CHAIR, COULD WE ADD TO THAT, I'D LIKE TO GET
17 AN UPDATE ON WHAT HAS HAPPENED WITH THEIR FUNDRAISING ARM.
18 WILL THAT CONTINUE OR HAS IT BEEN TERMINATED?

19

20 **DR. DAVID SANDERS:** SUPERVISOR BURKE, AS PART OF THE CORRECTIVE
21 ACTION PLAN, IT ACTUALLY IS ONE OF THE INITIAL NONNEGOTIABLES
22 WE HAVE COMMUNICATED TO REFUGIO. THEY NEEDED TO DISCONTINUE
23 THE FUNDING THAT THEY HAD BEEN PUT INTO THEIR FUNDRAISING ARM.

24



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1 **SUP. BURKE:** BUT THERE WILL BE A FUNDRAISING ARM? SEE, THAT'S
2 THE ISSUE. I THINK THAT, AS LONG AS YOU HAVE IT, IT RAISES A
3 NUMBER OF QUESTIONS. I DON'T KNOW WHETHER ALL THESE OTHER
4 F.A.A.S HAVE FUNDRAISING ARMS.

5

6 **DR. DAVID SANDERS:** SUPERVISOR BURKE, ACTUALLY, THERE ARE
7 CERTAINLY SOME OF THE GROUP HOMES AND F.F.A.S DO HAVE
8 FUNDRAISING ARMS. PART OF THE CONCERN WAS THE AMOUNT OF MONEY
9 THAT WENT INTO THE FUNDRAISING FOR REFUGIO BUT THERE ARE OTHER
10 AGENCIES THAT HAVE FUNDRAISING ARMS.

11

12 **SUP. BURKE:** OF COURSE, THEY RAISED NO MONEY. THEY WERE PAID
13 \$600,000 AND THEY DIDN'T RAISE ANYTHING. I REALLY WOULD LIKE
14 TO SEE HOW IT'S RESTRUCTURED. I'D FEEL A LITTLE BIT MORE IF
15 THERE WAS NO FUNDRAISING ARM BECAUSE THEY CERTAINLY CAN HAVE
16 THE ABILITY TO RAISE FUNDS WITHOUT HAVING AN ORGANIZED
17 STRUCTURE WITHIN IT TO BE-- THAT'S DESIGNATED-- WITH A
18 DIRECTOR. WILL IT HAVE A DIRECTOR OF FUNDRAISING?

19

20 **DR. DAVID SANDERS:** SUPERVISOR BURKE, LET ME KIND OF ANSWER
21 THAT IN THE CONTEXT OF THE AGREEMENT THAT WE HAVE. ONE OF THE
22 REQUIREMENTS OF THE AGREEMENT IS A MONTHLY FINANCIAL REPORT
23 THAT THEY WILL PROVIDE AND SO WHAT WE'VE MADE CLEAR IS THAT
24 THE FUNDING FOR YOUTH AND FOSTER CARE NEEDS TO GO TO SERVICING
25 YOUTH AND FOSTER CARE. AND SO-- AND THEY WILL BE REPORTING



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1 THAT TO US ON A MONTHLY BASIS AND WE'LL BE ABLE TO MONITOR
2 WHETHER ANY OF THE FUNDS ARE BEING DIVERTED TO GO INTO
3 FUNDRAISING OR ANYTHING ELSE BUT THE FOCUS IS ON ASSURING THAT
4 FOSTER CARE DOLLARS ARE GOING TO SERVE FOSTER CHILDREN AND
5 HAVING A MONTHLY REPORT IN THAT WE CAN MONITOR.

6

7 **SUP. BURKE:** DO THE OTHER F.F.A.S HAVE A SPECIFIC ARM OF
8 FUNDRAISING OR DO THE DIRECTORS JUST DO THAT AS PART OF THEIR
9 RESPONSIBILITY?

10

11 **DR. DAVID SANDERS:** SUPERVISOR BURKE, PERHAPS I CAN GET FURTHER
12 INFORMATION ON THAT AND REPORT BACK TO YOU. THE CONCERN IS THE
13 USE OF FOSTER CARE SERVICES TO SUPPORT THE FUNDRAISING ARM AND
14 SO...

15

16 **SUP. BURKE:** I UNDERSTAND, I UNDERSTAND THAT BUT IF YOU HAVE IT
17 THERE AND YOU HAVE PEOPLE WHO ARE WORKING IN A FUNDRAISING
18 CAPACITY, IT'S A REAL PROBLEM IN TERMS OF MAKING SURE THAT THE
19 DOLLARS ARE NOT COMMINGLED. HOWEVER, MOST PEOPLE EXPECT THAT
20 YOU'RE PAYING A DIRECTOR AND, AS PART OF THAT DIRECTOR'S
21 RESPONSIBILITY, THEY DO SOME FUNDRAISING IN TERMS OF RAISING
22 MONEY FOR INCIDENTAL THINGS. BUT I WOULD FEEL A LITTLE BIT
23 MORE COMFORTABLE IF THAT WAS JUST PART OF THE RESPONSIBILITY.
24 IF THE PERSON IS PAID ANYTHING NEAR WHAT THE LAST PERSON WAS
25 PAID, IT WOULD CERTAINLY BE ADEQUATE FOR THEM TO DO SOME



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1 FUNDRAISING AND I WOULD BE-- UNDERSTAND THAT THAT MIGHT BE ONE
2 OF THEIR RESPONSIBILITIES. AND LET ME ADD, TODAY, IT'S MUCH
3 MORE DIFFICULT WITH NONPROFITS THAN IT WAS TWO OR THREE YEARS
4 AGO. THE REQUIREMENTS ARE TOTALLY DIFFERENT TODAY. AND THEY'RE
5 GOING TO HAVE TO COMPLY WITH DIFFERENT SET OF RULES. SINCE
6 SORBAY AND OXY, YOU JUST CAN'T COMPLY THE WAY THEY USED TO.

7

8 **SUP. MOLINA, CHAIR:** ALL RIGHT. SO, THEN, THAT ITEM IS
9 CONTINUED FOR TWO WEEKS. THANK YOU SO MUCH, DR. SANDERS.

10

11 **DR. DAVID SANDERS:** THANK YOU.

12

13 **SUP. MOLINA, CHAIR:** WERE THOSE ALL OF YOUR ITEMS, MR. KNABE?

14

15 **SUP. KNABE:** LET ME JUST DOUBLE CHECK HERE.

16

17 **SUP. MOLINA, CHAIR:** IF YOU DON'T MIND, I'D LIKE TO CALL UP
18 ITEM 22 BECAUSE WE HAVE ALL OF THESE SHERIFF'S PERSONNEL
19 SITTING THERE WAITING FOR THAT.

20

21 **SUP. KNABE:** OKAY, GO AHEAD. YOU'RE GOING TO CALL UP 22 RIGHT
22 NOW? OKAY. ALL RIGHT. I'LL DOUBLE CHECK HERE TO SEE WHAT ELSE
23 I HAVE.

24



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1 **SUP. MOLINA, CHAIR:** I HAVE A MOTION. ITEM 22. THIS IS ANOTHER
2 SHERIFF'S ITEM, AND THIS IS-- THE COUNTY HAD SET ASIDE THE \$10
3 MILLION TO IMPROVE ITS JAIL MEDICAL SERVICES. WE RECEIVED THE
4 REPORTS AND I WAS IMPRESSED BUT THEY HAVE TO HIRE 141 PEOPLE,
5 I GUESS, BY THIS CALENDAR YEAR, SO IT WILL BE INTERESTING. SO
6 IT'S QUITE A CHALLENGE FOR ANY OF US THAT WOULD BE ABLE TO DO
7 THAT BUT WE NEED TO TRACK THE EFFORT AND TO MONITOR OUR
8 SUCCESS IN HIRING THIS KIND OF HEALTHCARE PROFESSIONALS
9 BECAUSE THE REALITY IS WE HAVE TO UNDERSTAND HOW IT'S WORKING
10 AND WHERE THEY'RE GETTING THE FOLKS. WE WOULD LIKE SOME
11 ASSISTANCE IN GETTING RECOGNIZED BECAUSE MOST OF THEM ARE
12 NURSES AS WELL AS PHARMACISTS. SO I'M ASKING THE C.A.O. TO
13 MAINTAIN A PORTION OF THE FUNDS TO BE USED FOR PERSONNEL
14 COSTS, 3.4 MILLION IN THIS FISCAL YEAR AND 10 MILLION FOR NEXT
15 YEAR IN THE PROVISIONAL FINANCING USES BUDGET AND TO DELEGATE
16 AUTHORITY TO THE C.A.O. IN OTHER WORDS, NOT OUR BOARD, BUT IT
17 GOES TO THE C.A.O. TO TRANSFER THE APPROPRIATE FUNDS TO THE
18 SHERIFF'S DEPARTMENT AS THE DEPARTMENT HIRES ITS PERSONNEL. I
19 FURTHER MOVE THE C.A.O., IN PARTNERSHIP WITH THE SHERIFF'S
20 DEPARTMENT, REPORT EVERY THREE MONTHS IN WRITING ON THE STATUS
21 OF HIRING AND RETAINING HEALTHCARE PERSONNEL IN OUR JAILS. AND
22 THIS IS, AGAIN, ONLY BECAUSE WE HAVE A HIRING PROBLEM WITH ALL
23 OF THESE KINDS OF POSITIONS AND I'D LIKE TO MAKE SURE THAT
24 IT'S GOING TO PEOPLE IN ORDER TO MAINTAIN OUR JAIL MEDICAL
25 SERVICES. WE'VE RECEIVED A LOT OF MALPRACTICE LAWSUITS FROM



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1 THAT AND IT'S COSTING US MORE THAN WE'RE PUTTING IN TO HIRE
2 THE PERSONNEL NECESSARY. SO IT ISN'T-- WE DON'T DO IT. THEY
3 COME BACK TO YOU AND YOU AUTHORIZE IT. MOVED AND SECONDED. ANY
4 QUESTIONS?

5

6 **SUP. YAROSLAVSKY:** I DO HAVE A QUESTION. I LIKE THE IDEA VERY
7 MUCH. I'VE TALKED TO THE C.A.O. FOR A NUMBER OF YEARS ABOUT--
8 AS A BUDGETARY TECHNIQUE TO DO EXACTLY WHAT YOU'RE SUGGESTING
9 HERE, WHICH IS UNTIL-- I MEAN, IT'S THE ONE WAY TO DEAL WITH
10 THE ISSUE AT THE SHERIFF'S DEPARTMENT, WHERE THEY HAVE CERTAIN
11 CONSTITUTIONAL FLEXIBILITY AND WE FIND OUT LATER IN THE YEAR
12 THAT THEY DIDN'T SPEND THE MONEY ON WHAT WE THOUGHT WE HAD
13 APPROPRIATED IT FOR. SO, WITH THAT PREAMBLE, WHAT DO YOU SEE,
14 DAVID, AS THE TRIGGER THAT WOULD BE SUFFICIENT FOR YOU TO
15 RELEASE THE MONEY? IS IT ONCE PEOPLE ARE HIRED? IS IT A
16 PROMISE TO HIRE? IS IT...

17

18 **C.A.O. JANSSEN:** I DON'T-- I WOULD SAY ONCE THE-- THE SHERIFF
19 JUST NEEDS TO KNOW THAT THEY'RE GOING TO GET THE MONEY AND
20 THEY'RE GOING TO GET THE MONEY AT THE POINT AT WHICH THEY
21 START SPENDING IT. THAT'S WHAT THEY NEED TO KNOW. SO I PRESUME
22 THAT'S AT THE TIME SOMEBODY COMES ON BOARD.

23

24 **SUP. YAROSLAVSKY:** SO ONCE THEY ARE HIRED, THEN YOU-- YOU WOULD
25 NOT RELEASE THE FUNDS UNTIL ONCE THEY ARE HIRED AND THEY ARE--



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1 OR ONCE THEY'RE ON THE PAYROLL, FOR THE PURPOSE THAT THIS WAS
2 ORIGINALLY APPROPRIATED FOR OR RESERVED FOR.

3

4 **C.A.O. JANSSEN:** RIGHT. AND WE WOULD REIMBURSE THEM, NOT FROM
5 THE TIME WE AUTHORIZE IT BUT FROM THE TIME THEY ACTUALLY SPEND
6 THE MONEY-- START SPENDING THE MONEY, OBLIGATING THE MONEY.

7

8 **SUP. YAROSLAVSKY:** SO THAT WHEN THEY COME TO YOU AND SAY, "WE
9 HAVEN'T BEEN ABLE TO HIRE THESE FOLKS BUT WE REALLY NEED 20
10 FOLKS OVER HERE FOR SOMETHING TOTALLY UNRELATED," CAN YOU
11 JUST...

12

13 **C.A.O. JANSSEN:** WE DON'T DO IT. WE DON'T DO IT.

14

15 **SUP. YAROSLAVSKY:** THEY HAVE TO COME BACK TO THE BOARD?

16

17 **C.A.O. JANSSEN:** YOU'RE AUTHORIZING 141 SPECIFIC POSITIONS FROM
18 NURSE MANAGERS TO PHARMACISTS TO MEDICAL RECORD SUPERVISORS.
19 THAT'S WHAT YOU'RE AUTHORIZING. THAT'S WHAT WE'RE GOING TO
20 REIMBURSE. WITHOUT COMING TO YOU.

21

22 **SUP. YAROSLAVSKY:** I THINK IT'S REALLY INCUMBENT UPON YOUR
23 STAFF, YOU AND YOUR STAFF TO-- ESPECIALLY SINCE THIS IS ONE OF
24 THE FIRST TIMES, IF NOT THE FIRST TIME WE'VE ACTUALLY DONE
25 THIS TO THIS EXTENT, THAT YOU MAKE SURE IT WORKS THE WAY IT'S



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1 INTENDED BECAUSE I THINK IF IT DOESN'T, THERE ARE GOING TO BE
2 SOME UPSET PEOPLE AND IF IT DOES, IT COULD BE A VEHICLE FOR
3 BUDGET HEARING ACCOUNTABILITY DOWN THE LINE WHERE WE HAVEN'T
4 HAD SOME. SO I REALLY-- I LIKE THIS IDEA AND I'M GLAD MS.
5 MOLINA HAS BROUGHT IT IN.

6

7 **C.A.O. JANSSEN:** AND WE'LL REPORT MONTHLY TO THE BUDGET
8 DEPUTIES AS WELL AS WE GO ALONG TO KEEP EVERYONE INFORMED ON
9 HOW IT'S WORKING.

10

11 **SUP. YAROSLAVSKY:** OKAY.

12

13 **SUP. MOLINA, CHAIR:** ALL RIGHT. AS AMENDED, NO OBJECTION, SO
14 ORDERED. NOW YOU'RE FREE TO GO, GENTLEMEN.

15

16 **SUP. KNABE:** SUPERVISOR MOLINA, I DID HAVE-- SUPERVISOR MOLINA,
17 I DID HAVE A READ-IN MOTION AS IT RELATED TO THE OTHER ITEM I
18 HAD.

19

20 **SUP. MOLINA, CHAIR:** WHAT OTHER ITEM?

21

22 **SUP. KNABE:** THE ONE THAT WE JUST APPROVED PREVIOUSLY THAT I
23 HELD IN REGARDS TO THE REFUGIO ISSUE BUT I HAD ANOTHER GROUP
24 HOME ISSUE AND I HAVE A READ-IN MOTION FOR NEXT WEEK. YOU
25 ASKED ME IF I HAD ANY OTHER ITEMS BEFORE YOU...



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1

2 **SUP. MOLINA, CHAIR:** OH, I SEE. I'M SORRY. OH, YOU WANT TO READ
3 IT IN NOW AND IT'LL BE PUT OVER FOR NEXT MONTH-- I MEAN NEXT--
4 TWO WEEKS.

5

6 **SUP. KNABE:** YEAH, I READ AN ARTICLE IN YESTERDAY'S DAILY BRIEF
7 REGARDING THE CONDITIONS OF A GROUP HOME IN HARBOR CITY. I WAS
8 EXTREMELY CONCERNED THAT ONE OF OUR COMMISSIONERS WITH THE
9 SYBIL BRAND COMMISSION BROUGHT THE CONDITIONS FOUNDED THIS
10 HOME TO THE DEPARTMENT'S ATTENTION, YET NO ACTION WAS TAKEN.
11 AFTER MY OFFICE BECAME INVOLVED IN THIS ISSUE, I UNDERSTAND
12 THAT THE DEPARTMENT DID SEND STAFF OUT TO THE GROUP HOME. THEY
13 CONCURRED WITH THE COMMISSION'S INSPECTION AND THEN TOOK
14 APPROPRIATE ACTION TO ENSURE THE GROUP HOME COMPLIED WITH ALL
15 THE NECESSARY MODIFICATIONS IDENTIFIED IN THE INSPECTIONS.
16 HOWEVER, I WAS CONCERNED THAT A COMMUNICATION EXISTS BETWEEN
17 THE COMMISSION AS WELL AS THE DEPARTMENT AND, AS A RESULT, AND
18 MAYBE OTHER PERHAPS MORE SIGNIFICANT PROBLEMS WOULD BE
19 IDENTIFIED WITHOUT APPROPRIATE FOLLOW-UP. SO I WOULD MOVE THAT
20 THE DIRECTOR OF THE DEPARTMENT OF CHILDREN AND FAMILY
21 SERVICES, WORKING IN PARTNERSHIP WITH THE SYBIL BRAND
22 COMMISSION, REPORT BACK TO THE BOARD IN A COUPLE OF WEEKS
23 REGARDING THE REPORTING RELATIONSHIP BETWEEN THE TWO ENTITIES
24 WITH REGARDS TO GROUP HOME INSPECTIONS AND IDENTIFY MEASURES
25 TO BE PUT INTO PLACE TO ENSURE THAT THE REPORTS OF



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1 UNSATISFACTORY CONDITIONS ARE FOLLOWED UP ON WITH APPROPRIATE
2 ACTION TAKEN AS NECESSARY. AND I THINK WE CAN-- I CAN MOVE
3 THAT BECAUSE IT'S JUST A REPORT BACK.

4

5 **RAY FORTNER:** YES, MADAM CHAIR, SUPERVISOR KNABE, YOU COULD DO
6 THIS TODAY AS A REPORT BACK.

7

8 **SUP. KNABE:** OKAY. SO I WOULD MOVE THAT ITEM THEN.

9

10 **SUP. MOLINA, CHAIR:** ALL RIGHT. WE'RE GOING TO MOVE THIS ITEM
11 AND CONTINUE THE ITEM UNDER WHICH IT'S...

12

13 **SUP. KNABE:** NO, NO. WE-- YEAH.

14

15 **SUP. MOLINA, CHAIR:** THAT'S CORRECT. SO IF THERE'S NO
16 OBJECTION, THIS MOTION CAN BE APPROVED TODAY. WE WILL CONTINUE
17 THE OTHER ITEM FOR TWO WEEKS. IS THERE ANY OBJECTION? IT'S
18 BEEN MOVED AND SECONDED BY SUPERVISOR ANTONOVICH. IF THERE'S
19 NO OBJECTION, SO ORDERED ON THAT ITEM.

20

21 **SUP. KNABE:** THAT'S ALL I HAVE.

22

23 **SUP. MOLINA, CHAIR:** THAT'S ALL YOU HAVE. SUPERVISOR
24 ANTONOVICH?

25



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1 **SUP. ANTONOVICH:** I'D LIKE TO MOVE THAT WE ADJOURN IN MEMORY OF
2 DR. BONNIE WEST CARUSO. SHE WAS A FORMER PROFESSOR AT LOS
3 ANGELES, OF L.A. COLLEGE AND LOS ANGELES PIERCE COLLEGE AND
4 THE UNIVERSITY OF PHOENIX. ANTHONY "AL" CARUSO, FROM THE-- HE
5 WAS ACTIVE IN THE BURBANK CHAMBER OF COMMERCE AND ACTIVE
6 MEMBER OF THE LOS FELIZ LYON'S CLUB, PARTICIPATED IN MANY OF
7 THE FUNDRAISING EVENTS FOR THE BLIND, THE CHRISTMAS PARADES
8 AND THEIR ANNUAL SPAGHETTI DINNERS. IN MEMORY OF CHERIE
9 BELISLE, WHO IS RETIRED FROM THE LANCASTER WORKFORCE SERVICE
10 DEPARTMENT OF PUBLIC SOCIAL SERVICES. JOHN STANLEY DICKEY,
11 RETIRED FROM LOS ANGELES COUNTY FLOOD CONTROL AS VALUATION
12 ENGINEER. JOHN GLEASON, RETIRED SERGEANT, LOS ANGELES COUNTY
13 SHERIFF'S DEPARTMENT, WHO RETIRED IN MARCH OF 1985. MARILYN
14 HECKER, LONG-TIME EDUCATOR FOR THE L.A. UNIFIED SCHOOL
15 DISTRICT. SHE SPENT 22 YEARS AT LAWRENCE JUNIOR HIGH IN
16 CHATSWORTH, WHERE SHE WAS THE MUSIC DEPARTMENT CHAIR AND WAS
17 HONORED AS A NOMINEE FOR THE BRAVO AWARD AND NAMED TEACHER OF
18 THE YEAR IN THE 1988/'89 BY THE CHATSWORTH CHAMBER OF
19 COMMERCE. JESSE LEVY, RETIRED SERGEANT, LOS ANGELES COUNTY
20 SHERIFF'S DEPARTMENT. HE RETIRED IN 1974. PETER DURST MARTIN,
21 WHO IS THE SON OF GRETCHEN MARTIN, FORMER REPRESENTATIVE FOR
22 CONGRESS. AND BUCK MCKEON AND REPRESENTATIVE FOR COUNCILMAN
23 DENNIS ZINE. HE'S HER SON. HE WAS KILLED IN A MOTORCYCLE
24 ACCIDENT. HE WAS AN EXECUTIVE WITH DATA NETWORK ACCOUNTANT IN
25 SILICON VALLEY AND ALSO WAS A RESERVE OFFICER, POLICE OFFICER



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1 AT THE SAN JOSE POLICE DEPARTMENT. AND JOSEPH OBLEK, RETIRED
2 SERGEANT, LOS ANGELES COUNTY SHERIFF'S DEPARTMENT. HE RETIRED
3 IN 1997. PHYLLIS KATHRYN STORMS. SHE WAS NAMED ONE OF THE
4 FINEST CRAFT ARTISTS FOR HER SPINNING, WEAVING AND EMBROIDERY
5 BY THE CALIFORNIA NATURAL HISTORY MUSEUM AND SHE WAS A
6 GRADUATE OF NORTHWESTERN UNIVERSITY. MAZREE PORTER, FIRST
7 WOMAN TO BE PROMOTED TO SUPERVISORIAL DEPUTY IN LOS ANGELES
8 COUNTY PROBATION DEPARTMENT'S CAMP PROGRAM. SHE RETIRED AS A
9 PROBATION DIRECTOR OF THE SAN FERNANDO VALLEY JUVENILE HALL
10 AFTER 27 YEARS OF SERVICE. AND LINDA SPANGLER, WHO WAS A
11 RESIDENT OF THE ANTELOPE VALLEY. SHE WAS THE WIFE OF RON, WHO
12 IS A LAW ENFORCEMENT TECHNICIAN IN THE VALLEY AND ALSO JUDGE
13 BONNIE LEE BARTON. THAT'S ALL I HAVE.

14

15 **SUP. MOLINA, CHAIR:** ALL RIGHT. SO ORDERED ON THOSE
16 ADJOURNMENTS.

17

18 **SUP. ANTONOVICH:** DID YOU DO NUMBER 4?

19

20 **SUP. MOLINA, CHAIR:** I DON'T THINK SO. WE DIDN'T HOLD NUMBER 4.

21

22 **SUP. ANTONOVICH:** SOMEBODY HELD-- OH, EXCUSE ME. NUMBER 6. I'M
23 SORRY.

24



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1 **SUP. MOLINA, CHAIR:** NUMBER 6. IT WAS HELD BY A MEMBER OF THE
2 PUBLIC. MR. ROBINSON. MR. ROBINSON? ITEM NUMBER 4.

3

4 **RICHARD ROBINSON:** MADAM CHAIRWOMAN, MEMBERS RICHARD ARNOLD
5 ROBINSON. JACKIE ROBINSON WAS A STUDENT WITH FORMER LOS
6 ANGELES MAYOR TOM BRADLEY DURING THE '40S, AFTER THE SECOND
7 WORLD WAR, AT THE UNIVERSITY OF CALIFORNIA AT LOS ANGELES. AS
8 APRIL 15TH, THIS COMING FRIDAY, IS JACKIE ROBINSON DAY. AS YOU
9 REMEMBER JACKIE ROBINSON, PLEASE REMEMBER ALSO MR. BRADLEY.
10 MR. BRADLEY, FORMER MAYOR TOM BRADLEY, DURING THE '40S, AFTER
11 THE SECOND WORLD WAR, WAS A CLASSMATE. MR. BRADLEY WAS RUNNING
12 TRACK. JACKIE ROBINSON WAS PLAYING BASEBALL. IN '49, I
13 BELIEVE, JACKIE ROBINSON BECAME THE FIRST BLACK MAJOR LEAGUE
14 BASEBALL PLAYER. MR. BRADLEY'S INSPIRATIONAL EXAMPLE IN THAT--
15 PLEASE REMEMBER ALSO THE LEGACY HE HANDED DOWN AS A MARK OF
16 COURAGE, ACCOMPLISHMENT, DIGNITY AND RESPECT. THE IMPACT THAT
17 MR. BRADLEY LEAVES IS A LEGACY THAT INSPIRES. THIS 20 YEARS
18 CANNOT BE OVERESTIMATED. I CAN'T THINK OF ANY MAYOR THAT LOS
19 ANGELES HAS-- WILL HAVE AS INSPIRING AS JACKIE ROBINSON'S
20 FORMER CLASSMATE. SO, AS YOU GO TO MAIL YOUR TAXES APRIL 15TH,
21 FRIDAY, DON'T FORGET THAT JACKIE ROBINSON DAY IS A DAY THAT WE
22 SHOULD ALL PAUSE AND REMEMBER THE TREMENDOUS IMPACT OF THAT
23 ONE PERSON, JACKIE ROBINSON'S CLASSMATE, FORMER MAYOR AND I
24 SAY IT WITH A TREMENDOUS AMOUNT OF EMOTION. THE SPHINX OF LOS
25 ANGELES' CITY HALL. THANK YOU.



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1

2 **SUP. MOLINA, CHAIR:** THANK YOU, MR. ROBINSON. THAT ITEM IS
3 MOVED BY SUPERVISOR ANTONOVICH, ITEM NUMBER 6, SECONDED BY
4 SUPERVISOR BURKE. IF THERE'S NO OBJECTION, SO ORDERED.

5

6 **SUP. ANTONOVICH:** I HAD CONTINUED 12 BUT SOMEBODY WANTED TO
7 SPEAK ON IT.

8

9 **SUP. MOLINA, CHAIR:** YES. ITEM NUMBER 12. DR. CLAVREUL AND MISS
10 GILLIAM. YOU THINK SHE'S GONE? SHE'S LEFT? DR. CLAVREUL. ITEM
11 NUMBER 12.

12

13 **DR. GENEVIEVE CLAVREUL:** GOOD AFTERNOON, BOARD OF SUPERVISORS.
14 AGAIN, I WANT TO VOICE MY OPINION. I DO NOT WANT NAVIGANT TO
15 GET ANY MORE MONEY BEYOND THE 13.2 MILLION AGREED TO. WHAT
16 HAPPENED TODAY SHOULD BE A GOOD EXAMPLE WHY WE SHOULD NOT GIVE
17 THEM ANY MORE MONEY. THINGS ARE STILL NOT WELL AT KING DREW
18 AND THREE RECOMMENDATIONS GIVEN IN YOUR MOTION, MRS. MOLINA,
19 SHOULD HAVE BEEN IMPLEMENTED BY NAVIGANT. THAT'S WHAT THEY'RE
20 GETTING PAID FOR. AND APPARENTLY THEY'RE NOT DOING THE JOB. I
21 THINK ANY MORE MONEY GIVEN TO THEM IS A WASTE. ALSO, ACCORDING
22 TO THE SCOPE OF WORK, WE HAD A REPORT DUE MARCH. MARCH IS
23 GONE. WE ARE APRIL 10. WHERE IS THAT REPORT? YOU KNOW, WE ARE
24 PAYING 13.2 MILLION. WE HAVE THE RIGHT TO SEE THAT REPORT. AS
25 SUPERVISOR, YOU SHOULD DEMAND IT. AND I THINK THE PUBLIC



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1 SHOULD HAVE ACCESS TO IT. THINGS ARE VERY BAD AT KING DREW. I
2 THINK, YOU KNOW, SOME OF YOU SHOULD WALK TO THE WALL-- THE
3 HALL-- I WISH YOU COULD WALK TO THE WALL, YOU COULD ALREADY
4 SIT BUT, YOU KNOW, TALK TO PEOPLE AND FIND OUT WHAT'S REALLY
5 GOING ON. LIKE, YOU KNOW, THE REPORT I HAD MENTIONED EARLIER
6 ABOUT THE NURSES AIDES BEING HIRED INSTEAD OF R.N. IN THE
7 DOCUMENTATION, THE INFORMATION STOPPED IN SEPTEMBER. WHAT
8 HAPPENED, YOU KNOW, OCTOBER, NOVEMBER, DECEMBER, WHEN WE HAVE
9 THE MOST SUPPOSEDLY R.N.? I MEAN, WE'RE GETTING A LOT OF
10 REPORTS, BOTH FROM D.H.S. AND NAVIGANT, WHO ARE USELESS.
11 YESTERDAY, AT THE MEETING OF THE HOSPITAL ADVISORY BOARD, I
12 WAS THERE. I SPENT AN HOUR AND A HALF TO SEE A JOKE OF A
13 MEETING. A WASTE OF TIME. THEY DEALT WITH THE BROWN ACT BUT
14 APPARENTLY YOUR COUNSEL, MISS ANITA LEE, I WOULD SEND HER TO
15 A, YOU KNOW, CATCH UP COURSE ON THE BROWN ACT BECAUSE
16 YESTERDAY, THIS TAKES AN HOUR AND A HALF BRINGING THE ISSUE OF
17 THE BROWN ACT, ALL THE THINGS THEY COULDN'T DO BECAUSE OF THE
18 BROWN ACT. THEY COULDN'T DO THAT. BUT ONE THING THEY COULD
19 HAVE DONE LAST NIGHT WITHOUT BREAKING THE BROWN ACT WAS BRING
20 AN EMERGENCY SITUATION. SO SPECIAL DEATH OF AN EMERGENCY.
21 UNDER THE BROWN ACT, THEY HAD THE RIGHT TO LOOK AT IT, THEY
22 HAVE THE DUTY TO LOOK AT IT. YOU SPEND A LOT OF TIME TRYING TO
23 IDENTIFY MEMBERS FOR A ADVISORY BOARD, WHICH I WAS NOT PLEASED
24 WITH BUT THAT'S YOUR CHOICE. BUT AT LEAST HAVE SOMEONE
25 COMPETENT IN THE BROWN ACT TO ADVISE THE PEOPLE CLEARLY. AND



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1 YOU KNOW, OF ALL THE PEOPLE IN THE GROUP, I AM A, YOU KNOW, I
2 LIKE TO FIGHT FOR THE BROWN ACT. YESTERDAY, IT SHOULD HAVE
3 BEEN DEALT THE ISSUE OF THOSE DYING PATIENTS WITHOUT BEING ON
4 THEIR AGENDA. THAT WAS AN EMERGENCY MOTION, SO I HOPE YOU WILL
5 WORK ON THAT AND DON'T GIVE ANY MORE MONEY TO NAVIGANT BECAUSE
6 THE THREE PEOPLE YOU ARE-- YOU KNOW, THAT MOTION YOU JUST
7 PASSED, THAT'S PART OF THEIR SCOPE OF WORK. THEY SHOULD HAVE
8 DONE IT. THANK YOU.

9

10 **SUP. MOLINA, CHAIR:** THANK YOU, DR. CLAVREUL. THE ITEM IS
11 BEFORE US.

12

13 **SUP. ANTONOVICH:** I THOUGHT WE WERE CONTINUING IT FOR TWO
14 WEEKS.

15

16 **SUP. MOLINA, CHAIR:** THAT'S RIGHT, THIS ITEM IS CONTINUED FOR
17 TWO WEEKS.

18

19 **SUP. ANTONOVICH:** ONE WEEK OR TWO WEEKS? OKAY, BUT YOU'RE NOT
20 HERE NEXT WEEK.

21

22 **SUP. MOLINA, CHAIR:** I'M NOT HERE NEXT WEEK. IF YOU WANT TO
23 CONTINUE IT FOR TWO WEEKS. ALL RIGHT. I DON'T THINK WE'VE
24 APPROVED EITHER-- WE APPROVED ITEM 50 BUT, I DON'T KNOW, DID
25 WE APPROVE ITEM 34? TWO WEEKS. ALL RIGHT. AS FAR AS MY



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1 SPECIALS, I DON'T HAVE ANY ADJOURNMENTS THIS MORNING-- I MEAN,
2 TODAY, SO DO WE HAVE ANYONE UNDER PUBLIC COMMENT? WE HAVE NO
3 PUBLIC COMMENT, SO IF WE CAN HAVE OUR EXECUTIVE OFFICER PLEASE
4 READ US INTO CLOSED SESSION.

5

6 **CLERK VARONA-LUKENS:** IN ACCORDANCE WITH BROWN ACT
7 REQUIREMENTS, NOTICE IS HEREBY GIVEN THAT THE BOARD OF
8 SUPERVISORS WILL CONVENE IN CLOSED SESSION TO DISCUSS ITEM CS-
9 2, CONSIDERATION OF DEPARTMENT HEAD PUBLIC EMPLOYEE
10 PERFORMANCE EVALUATIONS; ITEM CS-3, CONSIDERATION OF
11 CANDIDATES FOR APPOINTMENT TO THE POSITION OF CHIEF PROBATION
12 OFFICER AND CONFERENCE WITH LABOR NEGOTIATOR MICHAEL J. HENRY,
13 DIRECTOR OF PERSONNEL, ITEM CS-4, CONFERENCE WITH LABOR
14 NEGOTIATORS, DAVID E. JANSSEN AND DESIGNATED STAFF. ITEM CS-5,
15 CONFERENCE WITH REAL PROPERTY NEGOTIATORS, DAVID E. JANSSEN
16 AND MARTHA WELLBORN WITH RESPECT TO A PROPOSED NEW LEASE
17 AFFECTING PARCELS Q AND W-2 OF THE BUNKER HILL URBAN RENEWAL
18 PROJECT. CS-6 AND CS-7, CONFERENCES WITH LEGAL COUNSEL
19 REGARDING EXISTING LITIGATION. ITEM CS-1 WAS REFERRED BACK TO
20 THE OFFICE OF COUNTY COUNSEL. THIS IS AS INDICATED ON THE
21 POSTED AGENDA. THANK YOU.

22

23

24

25



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1 **REPORT OF ACTION TAKEN IN CLOSED SESSION ON APRIL 12, 2005**

2

3

4 The Board of Supervisors met today in Closed Session. The
5 following action is being reported:

6

7 CS-1. CONFERENCE WITH LEGAL COUNSEL - EXISTING LITIGATION

8 Subdivision (a) of Government Code Section 54956.9. Susan L.

9 Bouman v. Leroy D. Baca, U.S. District Court Case No. CV 80-

10 1341 RMT

11

12 This is a class action lawsuit regarding past gender
13 discrimination practices and the procedures for investigating
14 harassment complaints within the Sheriff's Department.

15

16 This matter was taken off calendar.

17

18 CS-2. DEPARTMENT HEAD/PUBLIC EMPLOYEE PERFORMANCE EVALUATIONS

19 (Government Code Section 54957)

20

21 Consideration of Department Head/Public Employee Performance
22 evaluations.

23

24 No reportable action was taken.



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1 CS-3. PUBLIC EMPLOYMENT (Government Code Section 54957)
2 Consider candidates for appointment to the position of Chief
3 Probation Officer. CONFERENCE WITH LABOR NEGOTIATORS
4 (Government Code Section 54957.6) Agency Representative:
5 Michael J. Henry, Director of Personnel; Unrepresented
6 Employee: Candidates for position of Chief Probation Officer.

7

8 Action Taken:

9

10 Pursuant to County Code Section 2.06.010, the Board of
11 Supervisors appointed Paul Higa to the position of Probation
12 Officer effective April 20, 2005, and instructed the Director
13 of Personnel to negotiate an annual salary.

14

15 The Board also instructed the Director of Personnel to execute
16 an at-will employment contract which is approved as to form by
17 the County Counsel subsequent to approval of an annual salary
18 for Paul Higa by the Board of Supervisors.

19

20 The vote of the Board of Supervisors was unanimous with all
21 Supervisors being present.

22

23 CS-4. CONFERENCE WITH LABOR NEGOTIATORS (Government Code
24 Section 54957.6) Agency designated representatives: David E.
25 Janssen, Chief Administrative Officer, and designated staff.



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1 Employee Organization(s) for represented employees: The
2 Coalition of County Unions, AFL-CIO; Local 660, SEIU, AFL-CIO;
3 Union of American Physicians and Dentists; Guild For
4 Professional Pharmacists; Peace Officers Counsel of
5 California; Association of Public Defender Investigators; and
6 Los Angeles County Association of Environmental Health
7 Specialists; and Unrepresented employees (all)

8

9 The Board did not take up this matter.

10

11 CS-5. CONFERENCE WITH REAL PROPERTY NEGOTIATORS (Government
12 Code Section 54956.8) Provide instructions to its real estate
13 negotiators with respect to a proposed new lease for the
14 following property within the Bunker Hill Urban Renewal
15 Project Area: Property: Parcels Q and W2 of the Bunker Hill
16 Urban Renewal Project Area. County Negotiators: David E.
17 Janssen and Martha Wellborne; Negotiating Parties: The Related
18 Companies; Under Negotiation: Price and Terms.

19

20 No reportable action was taken.

21

22 CS-6. CONFERENCE WITH LEGAL COUNSEL - EXISTING LITIGATION
23 (Subdivision (a) of Government Code Section 54956.9) Union of
24 American Physicians and Dentists, et al. v. County of Los



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1 Angeles, et al., Los Angeles Superior Court Case No. BS 083
2 853.

3

4 This lawsuit challenges alleged curtailments at MLK/Drew
5 Medical Center.

6

7 Action Taken:

8

9 The Board of Supervisors authorized its legal counsel to seek
10 an appellate writ of review of the Superior Court's ruling on
11 a discovery motion in this matter.

12

13 The vote of the Board of Supervisors was unanimous with all
14 Supervisors being present.

15

16 CS-7. CONFERENCE WITH LEGAL COUNSEL - EXISTING LITIGATION

17 (Subdivision (a) of Government Code Section 54956.9) Los

18 Angeles Times v. Los Angeles County Board of Supervisors, Los
19 Angeles Superior Court Case No. BS 094186

20

21 This lawsuit concerns allegations of Brown Act violations
22 pertaining to the Board of Supervisors' Closed Sessions held
23 on September 7, 2004 and September 13, 2004, under Item CS-2.

24

25 No reportable action was taken.



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REPORTER'S CERTIFICATE

I, Jennifer A. Hines, Certified Shorthand Reporter Number 6029/RPR/CRR qualified in and for the State of California, do hereby certify:

That the foregoing transcript of recorded proceedings was taken on Tuesday, April 12th, 2005, at the time and place therein set forth and recorded by the Los Angeles County Board of Supervisors, thereafter transcribed into typewriting under my direction and supervision;

And I hereby certify that the foregoing transcript of recorded proceedings is a full, true, and correct transcript of the recorded proceedings before the Los Angeles County Board of Supervisors.

I further certify that I am neither counsel for nor related to any party to said action, nor in anywise interested in the outcome thereof.

IN WITNESS WHEREOF, I have hereunto set my hand this 15th day of April, 2005.

_____(Signature on file)_____

JENNIFER A. HINES

CSR No. 6029/RPR/CRR